

INTERIOR DESIGN

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JANUARY 1992

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DESIGN GIANTS
HOTELS & RESTAURANTS

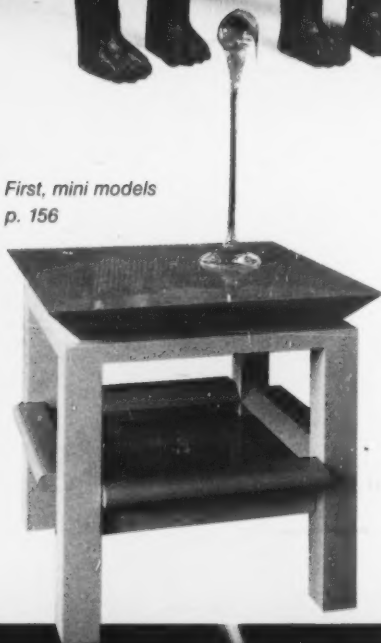
A CAHNERS PUBLICATION

INTRODUCING A NEW FORUM FOR PROFESSIONAL ISSUES • RESIDENTIAL PORTFOLIO

Two charming leopards
p. 164



First, mini models
p. 156



Food, the focal magnet
p. 118

C O N T

INTERIOR DESIGN

VOLUME 63

COVER

Living room of a Long Island, New York, house by Richard Ridge (see page 148).
Photography: Phillip H. Ennis

INTERIOR DESIGN GIANTS

65 THE 1992 ONE HUNDRED INTERIOR DESIGN GIANTS: *Interior Design* magazine's survey of the top 100 Interior Design Giants, with analysis and commentary by Andrew Loebelson

HOTEL & RESTAURANT DESIGN

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Interior Design (ISSN 0020-5508, RPUSA 123397457) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158-1630. Second class postage paid at New York, NY and additional mailing offices. ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO: Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 392 (all others). Subscription rates U.S.: \$34.95 for one year; \$62.95 two years; \$89.95 three years, including the Buyers Guide and Market issues in the U.S. and Canada. Canadian Subscription Rates \$58.95 for one year; \$105.95 two years; \$149.95 three years, includes 7% GST. Foreign Subscription Rates: \$94.95 for one year; \$169.95 two years; \$242.95 for three years, includes air delivery. Single copies \$10.00. Annual Buyers Guide \$15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: INTERIOR DESIGN, 240 West 17th Street, New York, NY 10011. TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958.

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JANUARY 1992

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COMING NEXT MONTH

Looking forward to WestWeek (March 18th-20th at the Pacific Design Center), we will be focusing February's issue on new design in California—offices, restaurants, shops, a house, an apartment, a salon, a studio, a club. Our Forum section of views on professional issues, which has its debut in this issue, will continue, as will our examination of design technology and all that's interesting in product introductions.

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Respectful of the past

p. 100



Caretaker's cottage

p. 138

Mirror, mirror on the wall

p. 152



100 INTERIOR DESIGN

giants

1992

BY ANDREW LOEBELSON

The "post-Reagan recession" mentioned in last year's article has begun. Since last year, at least three *Giant* firms have gone out of business—or merged with others in order to survive. A dozen others refused to answer our questionnaire because business had slumped so much that they did not want to publicly report it. Annual fee volume of those who were brave and kind enough to respond was down 2 percent to \$654.6 million; the area of work installed also dropped 3 percent to \$259 million rentable square feet, but the total value of that work constructed dropped 11 percent from last year to \$10 billion. Of course, this results in an increase of fees as a percentage of volume from 6 to 6.5 percent and an increase in the fee per sq. ft. of 2 percent, to \$2.53. Average cost per sq. ft. is \$38.61 this year, down 8 percent from last year's \$41.82.

The increase in fees proportional to area and volume is undoubtedly fair since more

work is involved in meeting the same functional program with a less expensive installation. Client organizational requirements don't change with diminished funding, but resources available to meet those requirements shrink while managers are forced to demand even more stringent conformance to program requirements.

Responses to our standard question of what the average office *should* cost to design in dollars per rentable sq. ft. show that firms have lowered their expectations greatly, from \$3.14 to \$2.92. Hotels dropped even more, from \$3.08 to \$2.55; retail fees dropped from \$5.03 to \$4.65; and restaurants increased from \$5.56 to \$6.61 per rsf. Perhaps this counter-trend illustrates the difficulty and expense of luring customers' discretionary dollars during a recessionary period—a period when many restaurants bought the farm instead of its produce.

Medical work rose slightly, from \$3.36 to \$3.60, reflecting the continued growth of complexity in the field, while educational work fell from \$2.37 to \$2.07 and research fell from \$3.60 to \$2.88. Residential work was \$9.38 per sq. ft. in answer to a question that we added to our survey this year. Surprisingly, the cost of speculative office plans rose from \$.24 to \$.26, reflecting the newly-found need of higher priced firms who did not have to do speculative plans before (CHART ONE).

Because of the decline in actual cost of installations, fees as a percentage of work rose for every category except hotels and retail work, which stayed about the same, at 9.2 and 10.7 percent, respectively, and medical work, which slipped from 9.8 to 8.7

percent. For the first time this year, we asked about the cost of residential work, which is the only category whose primary billing method is a percentage of cost, and the answer was 12.8 percent, making it the most expensive category. Of course, it is also based on the smallest scale project on average (CHART TWO).

Residential projects have the smallest average size at 4,900 sq. ft. Restaurants averaged 10,000 rentable sq. ft., followed by retail establishments at 47,000 rsf; offices at 58,000 rsf; schools at 79,000 sq. ft.; research facilities at 179,000 sq. ft.; medical projects at 100,000 sq. ft.; and hotels at 187,000 rsf.

It is interesting to note that the actual costs for furniture, fixtures and equipment and construction were less than the rate of inflation in 20 of 28 categories. For new offices, FF&E was down 3 percent to \$23.83 and construction was down an even greater 7 percent to \$40.98; renovat-

Continued

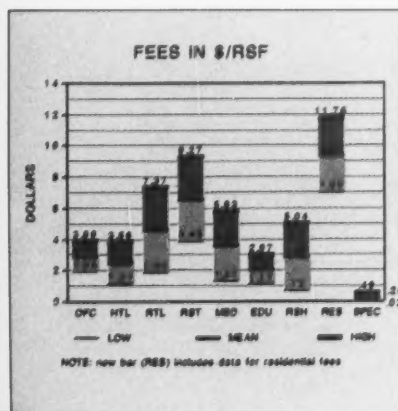


CHART ONE

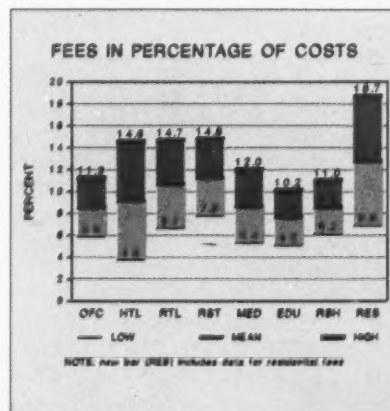


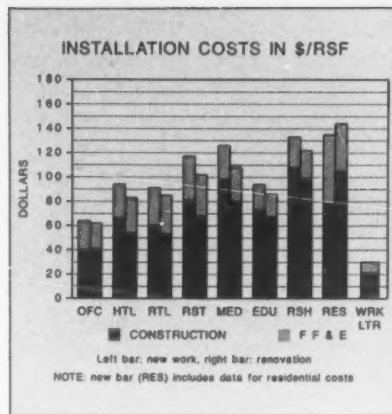
CHART TWO

ed offices were down 5 percent for FF&E to \$21.38, with construction down 9 percent to \$41.07. New hotel furnishings stayed constant at \$28.56 with construction costs up 25 percent (the biggest increase in any category) to \$66.21; renovated hotels were 7 percent less expensive this year at \$29.36 with construction up a moderate 6 percent to \$54.23. Retail furnishings were up 10 percent to \$31.27 for new projects while construction stayed about the same at \$60.07; renovated retail project furnishings costs were down slightly to \$31.16 while construction dipped a full 12 percent to \$53.97. New restaurant furnishings were down 19 percent to \$35.64 while construction was up a full 20 percent to \$81.39; renovated restaurant furnishings were down 29 percent to \$33.76 while construction was up 12 percent to \$68.24. It appears that consumers are more impressed by the construction of these spaces than they are by the furnishings.

Medical furnishings were down 27 percent to \$28.13 with construction up 6 percent to \$98.00 for new projects; renovated medical facilities cost 19 percent less for furnishings at \$27.95 while construction stayed the same at \$80.69. Educational projects showed the same dichotomy as other projects with new school furnishings down 21 percent to \$20.22 and construction up 24 percent to \$73.81; renovated project furnishings were down 7 percent to \$18.63 while construction was up 19 percent to \$67.94. New research project furnishings were down an astonishing 36 percent to \$24.93 while construction was up a moderate 3 percent to \$108.40; renovated research project furnishings were down 45 percent to \$23.00 while construction rose 3 percent again to \$99.71. The value of the work letter rose significantly as landlords became desperate for tenants. The increase rose 11 percent below the ceiling to \$21.53 and stayed about the same in and above the ceiling at \$9.02 (CHART THREE).

It is easy to imagine a common reason for some of these strange cost spreads of lesser costs for furnishings and increased costs for construction in educational and research facilities: the modern proliferation of computers. There is a growing trend in research to simulate experiments on computers rather than perform the actual experiment in large, expensive laboratories. In education, larger computers would require more extensive (and expensive) computer distributed LAN (Local Area Network) file server rooms in addition to the central mainframe rooms, all with universal cabling and increased air conditioning loads. Offices are already dealing with the

CHART THREE



modern computer problem of proliferation of laser printers with their heavy electrical draw and subsequent production of enormous amounts of heat. And computer companies rarely offer help because they insist that computers will last longer if they are not turned on and off daily. Given the squeeze on design firms this year, it is not surprising to see that they have kept salaries down. In fact, about half the average salaries by category have gone down this year while the other half that increased rose less than the rate of inflation. The loss was greatest for marketing and business development people whose salaries were down 14 percent. Senior drafters' salaries decreased 4 percent while all other categories lost less than that (CHART FOUR).

The resulting billing rates were similar, varying from 96 to 102 percent of last year's results (CHART FIVE). The average multiple remained exactly the same at 2.68. But fringes dropped 3 to 27 percent of salary as employers tried to save every penny they could.

But the real way employers saved money was by cutting actual interior design-related staff by about 11 percent, from 6,747 last year to 6,088 this year. This is

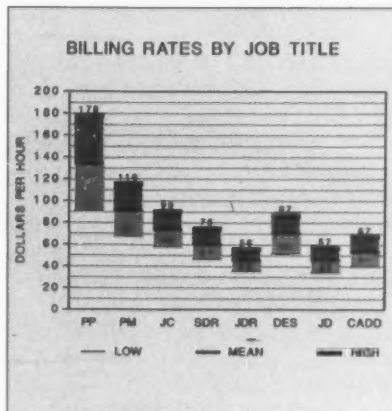
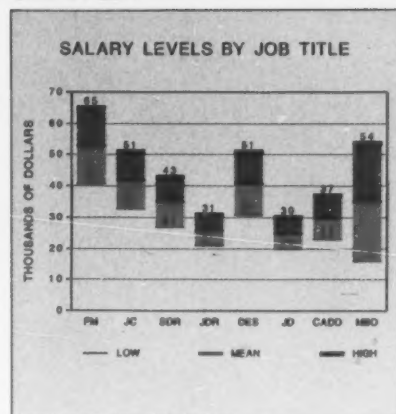


CHART FIVE

CHART FOUR



less of a loss than that suffered by the total employment basis of these hundred firms, which is 16 percent, dropping from over 24,000 last year to under 21,000 this year. Only one category of job title rose this year—job captains—and that was by less than 5 percent. Losses of between 10 and 15 percent were suffered by project managers, senior drafters, junior drafters and junior designers. The rest suffered cuts also, but these were under ten percent.

As a result of these changes, volume per employee is down 3 percent to \$1.64 million while fee income per employee is up 7.5 percent to \$107,500. Time will tell whether employees are getting more efficient or whether firms are just paying the overtime necessary to produce the work.

In terms of consultants, the most used were, once again, cost and lighting consultants, utilized in 23 percent of the jobs installed by this year's firms (CHART SIX).

The base building issues we track yearly are shown in CHART SEVEN. The installation of a separate phone switch dropped 2 percent, from 81 percent last year to 79 percent this year, resulting in a lower initial cost, which is desirable for clients even though operating costs increase. Initial

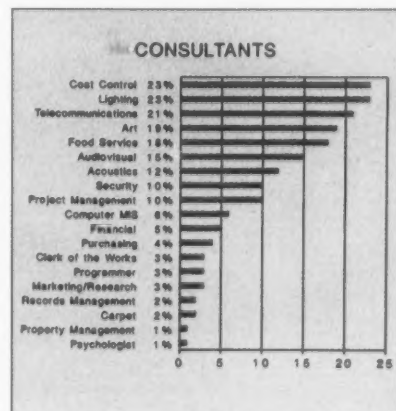
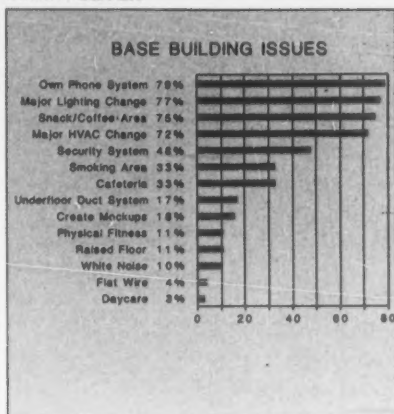


CHART SIX

CHART SEVEN



costs are also held down by changing lighting systems less frequently (77 percent this year versus 80 percent last year), changing air conditioning equipment less frequently (72 percent this year vs. 78 percent last year) and installing fewer cafeterias (33 percent this year vs. 38 percent last year). Only security systems were installed *more* frequently this year than last year, up one percent to 48 percent. Compared to last year, new jobs were up one percent to 61.1 percent while open furniture systems were down significantly from 54 to 48 percent.

It is surprising that, in this era of little work, slightly fewer jobs are being awarded as the result of bids, 44 percent this year versus 46 percent last year. Perhaps facilities managers are unwilling to risk cheaper fees that might ultimately result in a more expensive job done by an unfamiliar design firm. And the prime client contact who hires the design firm is drifting slightly higher, with senior management awarding 44 percent of all projects to the design firm of their choice.

Regional Analysis

The regional breakdown of the Top 200 firms shows an industry-wide trend of fragmenting and regionalizing. Compared to

CHART EIGHT

KEY TO REGIONAL BREAKDOWN

REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE	CT, NH, MA, ME, RI, VT	7	11	18
MA	NJ, NY, PA	25	26	51
ENC	IL, IN, MI, OH, WI	18	13	31
WNC	IA, KS, MN, MO, ND, NE, SD	8	5	13
SA	DC, DE, FL, GA, MD, NC, SC, VA, WV	15	17	32
ESC	AL, KY, MS, TN	1	0	1
WSC	AR, LA, OK, TX	8	8	16
M	AZ, CO, ID, MT, NM, NV, UT, WY	1	3	4
P	AK, CA, HI, OR, WA	15	17	32
Non U.S.	Canada, Mexico	2	0	2
TOTAL		100	100	200

last year, the traditional centers of design (Middle Atlantic, South Atlantic and Pacific) all lost headquarters while most of the other regions gained. Of course, we do not track *all* the offices of these firms, but casual observation of all of the responses suggests that most firms are creating more regional offices in order to service their clients better (CHART EIGHT).

The analysis of fees and volume produced in each region bears this trend out. And it stands to reason, as we hear constantly of firms abandoning the high priced traditional population centers and moving to smaller cities for lower prices and better "quality of life" (CHART NINE).

Average office fees for firms in the Middle Atlantic region reached a new high of \$4.21 per sq. ft. Perhaps this is why clients are awarding more work to design firms in other regions (CHART TEN).

Office costs by region have not increased significantly this year, as we have mentioned before, but relationships between the regions have remained similar.

On the other hand, work letter values have increased quite a bit this year, reflecting the aforementioned desperation of many landlords (CHART ELEVEN).

And, with average salaries remaining constant for professional categories within the firms, it follows that the average salaries by region should be, and are, nearly identical to last year.

FEE VOLUME ANALYSIS BY REGION

REGION	FEES In Millions	Percentage Of Top 200 Total Fees	VOLUME In Millions	Percentage Of Top 200 Total Volume
NE	40,968	5.2	440,289	3.1
MA	184,275	23.5	3,120,889	22.1
ENC	136,656	17.4	3,238,794	23.1
WNC	100,335	12.8	1,327,187	9.4
SA	98,308	12.5	1,948,847	13.8
ESC	2,752	.4	61,380	.4
WSC	57,115	7.3	1,301,594	9.2
M	6,259	.9	66,325	.5
P	149,926	19.1	2,519,424	17.9
Non U.S.	6,762	.9	69,900	.5
TOTAL	783,356	100	14,094,629	100

CHART NINE

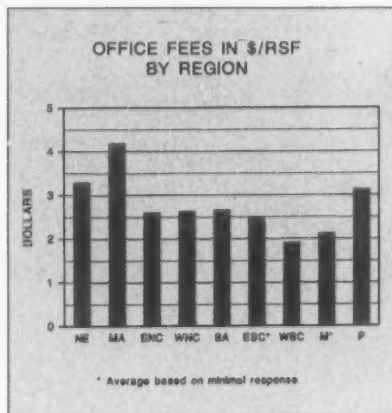


CHART TEN

The Best of the Best

The firms most respected this year by their peers are: **Gensler & Associates Architects**, **Kohn Pedersen Fox Conway**, **Gwathmey Siegel**, **Skidmore, Owings & Merrill** and **STUDIOS**.

The ones thought to be best managed are: **Gensler & Associates Architects**, **Kohn Pedersen Fox Conway**, **Hellmuth, Obata & Kassabaum**, **Skidmore, Owings & Merrill**, and **RTKL**.

The following is a list of recent projects that our respondents feel are the best: **Henri Bendel, New York** / Beyer Blinder Belle (see *Interior Design*, July 1991); **Bergdorf Goodman Men, New York** / J.T. Nakaoka Associates (see *January 1991*); **Becton Dickinson, San Jose, CA** / Gensler & Associates Architects (see *August 1991*); **Elektra Entertainment, New York** / Bausman Gill (see *May 1991*); **Prudential Insurance, Ft. Washington, PA** / Daroff Design (see *January 1991*); **Southern Progress Corp., Birmingham, AL** / Jova, Daniels, Busby (see *March 1991*); **Virgin Vision, Los Angeles** / Rieber O'Brien (see *May 1991*).

Conclusion

We keep looking for an end to this recession, but it seems to continue over the horizon, just out of view. With the current statistics now six months old, the outlook for the next year is bleak, indeed. The good news, if we can be optimistic, is that interior design firms are learning to run lean, optimizing their, by now, universally used CADD equipment so that they may be in a position to truly benefit from the eventual business expansion.

Andrew Loebelson is vice president of domestic facilities at Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi. Reprints of this article are available for \$2 each through Deana Luzzi at INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

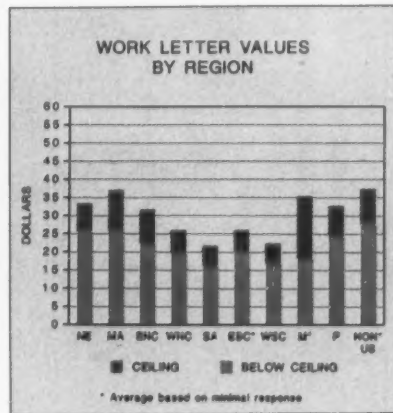


CHART ELEVEN

KEYS

	OFFICE PLANNING FIRMS
	GENERALISTS
	STORE PLANNING FIRMS
	MEDICAL SPECIALISTS

giants

The interior design fees in the following listings represent interior design work only (excluding hospitality interiors and architecture). All figures have been rounded off for the purpose of this listing.—ED.

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1992 (1991)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1991 INSTALLATIONS	1992 INSTALLATIONS	
						NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	AVE. BILLING RATE \$/HOUR	NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	AVE. BILLING RATE \$/HOUR			
1 (1)	Gensler and Associates/Architects San Francisco Denver, Houston, New York, Washington, DC; Los Angeles & Irvine, CA; London	48.96	69.95	715.0	13.00	9 80 53 38 71	PP PM JC SDR JDR	NA 78 53 45 45	143 120 83 65 65		127 72 23 12 641	DES JD CADD MBD TID	53 53 48 40 —	93 70 —	Bell Atlantic Network Services, Inc., Arlington, VA Bank of America, San Francisco Moscone Convention Center, San Francisco Society National Bank, Cleveland	IDS Financial Services, Minneapolis BP Exploration, Houston Sony Studios, Culver City, CA First National Bank of Virginia, McLean, VA
2 (6/15)	ISD + AI Chicago New York, Los Angeles, London, Paris, Warsaw, Tel Aviv	25.00	25.00	400.0	10.00	20 30 — — —	PP PM JC SDR JDR	NA 53 — — —	125 85 — — —		35 45 — 5 150	DES JD CADD MBD TID	50 28 — 45 —	75 55 —	United Parcel Service, Mahwah, NJ Harold Washington Library, Chicago Colgate-Palmolive, New York Huntton & Williams, Richmond, VA	Sears Merchandise Group, Chicago Spiegel, Chicago Computer Associates, Islandia, NY Sanwa Business Credit Corporation, Chicago
3 (25)	Howard Needles Tammen & Bergendoff Kansas City, MO Los Angeles, Seattle, Phoenix, Boston, Indianapolis, Milwaukee, Alexandria, VA	20.32	38.09	73.8	3.11	— 12 — 3 2	PP PM JC SDR JDR	— 53 — 38 20	— 60 — 60 35		11 7 3 6 54	DES JD CADD MBD TID	35 25 29 49 —	53 40 50 —	Indiana State Office Building South, Indianapolis Arizona State Courts Building, Phoenix Providence Convention Center, Providence, RI Arizona Public Service, Phoenix	Kansas City Power & Light, Kansas City, MO American Express, Phoenix Fountain Hills High School, Fountain Hills, AZ TRACON Facility, Mirimar, CA
4 (3)	Swanke Hayden Connell Architects New York Chicago, Miami, Washington, DC, Berlin, London	17.25	23.00	490.0	5.20	8 15 9 4 7	PP PM JC SDR JDR	NA 54 47 42 27	150 115 90 65 45		15 10 — 8 91	DES JD CADD MBD TID	56 32 — 50 —	106 55 —	IBM International, Tarrytown, NY Time Warner Books, New York Milbank Tweed Hadley & McCloy, New York Coopers & Lybrand, New York	Bertlesman, New York Credit Suisse, London Coopers, Lybrand, Deloitte, London CTA headquarters, Chicago
5 (4)	R.J. Pavlik, Inc., D/B/A/ The Pavlik Design Team Ft. Lauderdale, FL London, Tokyo	16.69	16.66	288.3	6.27	2 8 10 10 10	PP PM JC SDR JDR	NA 68 48 44 29	175 125 85 80 55		8 10 10 10 73	DES JD CADD MBD TID	80 33 39 — —	125 60 60 —	Belk's, Raleigh, NC Dayton Hudson, Detroit, MI Famous Barr, St. Louis Maison Blanche, Jacksonville, FL	Burdine's, Miami Dayton Hudson, Detroit Lord & Taylor, Denver Sogo Co. Ltd., Kobe, Japan
6 (5)	Hellmuth, Obata & Kassabaum, Inc. St. Louis New York, Dallas, Los Angeles, San Francisco, Washington, DC; Tampa, FL; Kansas City, MO; Hong Kong, Tokyo, London	16.47	81.00	288.0	7.00	11 16 12 12 3	PP PM JC SDR JDR	NA 53 43 36 24	145 105 79 69 48		29 24 11 5 133	DES JD CADD MBD TID	43 29 30 48 —	85 55 44 75 —	Oryx Energy Company, Dallas ARCO, Los Angeles Moore Business Forms headquarters, Lake Forest, IL Collins Publishing, London	Hoffman LaRoche, Nutley, NJ NASA, Washington, DC Kuwait Parliament Nat'l Assembly Bldg., Kuwait City ARCO Indonesia, Jakarta, Indonesia
7 (8)	Sverdrup Corporation St. Louis New York, Washington, DC, San Francisco, Phoenix, Dallas, Boston, Seattle, Irvine, CA; Princeton, NJ; Orlando & Jacksonville, FL	16.14	233.89	137.6	6.50	10 20 39 20 20	PP PM JC SDR JDR	NA 50 42 30 20	110 78 75 45 40		75 25 20 12 241	DES JD CADD MBD TID	32 22 25 NA —	55 50 50 —	Novadyne, Santa Ana, CA McDonnell Douglas, St. Louis & multiple locations Ernst & Young, multiple locations U.S. State Dept. Embassies, multiple int'l locations	Ernst & Young, Chicago Thompson & Mitchell, St. Louis U.S. Air Force, multiple international locations U.S. State Dept., multiple international locations
8 (7)	Leo A Daly Omaha, NE Phoenix, San Francisco, Washington, DC, Atlanta, St. Louis, Los Angeles, Seattle, Honolulu, Tokyo, Singapore, Hong Kong, Madrid	16.11	53.00	268.0	6.04	— 8 7 9 7	PP PM JC SDR JDR	— 63 56 38 29	105 95 65 50		22 5 7 — 67	DES JD CADD MBD TID	40 29 34 — —	70 50 55 —	Evergreen Woods Life Care, New Branford, CT Honfled Tower, Honolulu U.S. State Dept./Chancery Center, Washington, DC C.S.N.U./Natural Science labs, Northridge, CA	Medical Technology Center, Atlanta American Univ./College of Law, Washington, DC Bection Dickinson, Hunt Valley, MD Boeing Eng. Test Center, Seattle & Washington, DC
9 (9)	Space Design International Cincinnati New York, Los Angeles	12.20	14.40	130.0	5.70	29 19 15 14 22	PP PM JC SDR JDR	NA 53 46 35 24	NA 83 73 65 47		23 23 3 6 190	DES JD CADD MBD TID	38 25 30 44 —	68 43 50 47 —	Bloomington's, Palm Beach, FL Myer Stores, Adelaide & Pacific Fair, Australia Lazarus Tri-County, Cincinnati Cintas headquarters, Cincinnati	Marshall Fields, Chicago Hanryu Harborland, Kobe, Japan My City Shopping Mall, Tokyo Lazarus Osmoor, Louisville, KY
10 (14)	RTKL Associates, Inc. Baltimore Dallas, Los Angeles, Washington, DC, London, Tokyo	11.29	53.15	292.5	6.70	2 9 13 — —	PP PM JC SDR JDR	NA 45 35 — —	225 135 100 — —		36 18 — — 84	DES JD CADD MBD TID	38 30 — — —	85 60 — — —	W.R. Grace headquarters, Ft. Lauderdale, FL T. Rowe Price Operations Center, Owings Mills, MD IBM/Kodak, Greece, NY Bank One/Texas headquarters, Dallas	Fairfax County Government Center, Fairfax, VA Acacia Group headquarters, Washington, DC Ryland Corporation headquarters, Baltimore Roosevelt Field Mall, Long Island, NY

NA indicates information not available

I indicates information not applicable to category and/or firm

Rankings determined by fees before rounding

NA indicates information not available

— indicates information not applicable to category or/for firm

* Rankings determined by firm before rounding

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11 (2)	CRSS Architects, Inc. Houston Irvine & Los Angeles, CA; Washington, DC; Greenville, SC	11.28	50.12	240.0	10.00	3 10 8 11	PP PM JC SDR	NA 50 42 28	120 80 70 68 45	22 18 12 102	DES JD CADD MBO TID	45 28 28 46 —	73 45 45 — —	IBM, Austin, TX & Costa Mesa, CA Orlando City Hall, Orlando, FL Florida Power & Light/Riverside office bldg., Miami Test/Operation Center, Cape Canaveral, FL	Fort Belvoir headquarters, Fort Belvoir, VA Bell Northern Research Lab 5, Ottawa, Canada Florida Power & Light headquarters, Juno Beach, FL Defense Construction Supply Center, Columbus, OH
12 (26)	Smith, Hinchman & Grylls Associates, Inc. Detroit Phoenix, Washington, DC	10.92	43.66	169.3	5.62	3 5 3 2	PP PM JC SDR	NA 55 45 40 30	130 85 70 60 45	12 3 3 1 36	DES JD CADD MBO TID	43 30 30 45 70 —	65 45 45 70 — —	Univ. IL/biotechnology lab, Urbana-Champaign, IL BASF Coatings & Colorants Div., Southfield, MI Cleveland Hopkins Int'l Airport, Cleveland NBD Bancorp Tech. Center, Van Buren Twp., MI	US Soldiers' & Airmen's Home, Washington, DC Philips Components CRT Mfg. Facility, Saline, MI Dykema Gossett law offices, Detroit Univ. IL/computer-rsrch. lab, Urbana-Champaign, IL
13 (29)	The Callison Partnership, Ltd. Seattle San Diego, CA	10.72	28.20	196.0	2.00	2 15 8 —	PP PM JC SDR JDR	NA 36 24 — —	125 63 50 — —	21 7 2 — 55	DES JD CADD MBO TID	26 30 23 45 —	48 38 45 — —	Tyler Mall, Riverside, CA Nordstrom/Menlo Park Mall, Edison, NJ Preston Thorgrimson Shilder Gates & Ellis, Seattle Washington Mutual Bank, Seattle	Pacific First Bank Operations Center, Issaquah, WA Mall of America, Bloomington, MN Freehold Raceway Mall, Freehold, NJ Microsoft headquarters, Redmond, WA
14 (10)	Walker Group/CNI, Inc. New York Singapore, London, Tokyo	10.33	13.50	162.0	2.60	5 12 12 25 15	PP PM JC SDR JDR	NA 71 49 43 28	200 150 110 90 50	8 10 10 9 107	DES JD CADD MBO TID	58 31 32 75 —	90 70 70 — —	Galleries Lafayette, New York Saks Fifth Avenue, New York Hugo Boss, multiple international locations Isetan, Tokyo	Parco, Tokyo House of Fraser, Glasgow, Scotland First Empire Bank, New York Apex Toya Hotel, Hokkaido, Japan
15 (87)	Gwathmey Siegel & Associates Architects New York	10.00	10.00	70.0	85	2 10 13 18	PP PM JC SDR JDR	NA 70 50 45 35	225 125 85 60 30	— — 7 9 69	DES JD CADD MBO TID	— — 40 — —	— — 60 — —	Disney Resort/conference center, Orlando, FL Lauder offices, New York PepsiCo, Inc., Purchase, NY Lexecon, Inc., Chicago	Guggenheim Museum, New York Hostos College/academic complex, Bronx, NY SBK Entertainment World, Inc., New York Maguire Thomas Partners HQ, Santa Monica, CA
16 (—)	Kohn Pedersen Fox Conway Associates, Inc. New York	9.80	10.89	126.0	1.60	7 12 10 12 20	PP PM JC SDR JDR	NA 45 45 45 24	175 110 95 79 59	22 14 — 2 111	DES JD CADD MBO TID	43 24 — 30 —	79 59 — — —	Brooklyn Union Gas headquarters, Brooklyn, NY Cleary, Gottlieb, Steen & Hamilton, New York Viacom headquarters, New York Capital Cities/ABC headquarters, New York	Federal Reserve Bank of Dallas, Dallas NCNB headquarters, Charlotte, NC United Overseas Bank, Singapore Capital Cities/ABC, New York
17 (19)	NBBJ Interiors Seattle San Francisco, New York, Columbus, OH; Tucson & Phoenix, AZ; Research Triangle Park, NC	9.78	54.90	126.0	5.15	6 16 — — —	PP PM JC SDR JDR	NA 45 — — —	135 75 — — —	17 19 — 3 66	DES JD CADD MBO TID	48 35 — 45 —	79 58 — — —	Univar corporate headquarters, Kirkland, WA Loma Linda Univ. Medical Center, Loma Linda, CA Gumps, San Francisco Mercy Medical Center, Springfield, OH	Pomona Valley Hosp./Women's Center, Pomona, CA 8 Dalton Bookstores, multiple locations Nature Company, multiple locations Ohio State University Law School, Columbus, OH
18 (18)	Perkins & Will Chicago New York, Washington, DC; London; Frankfurt, Germany	9.00	34.50	385.0	9.28	3 10 9 16	PP PM JC SDR JDR	NA 55 40 35 —	160 100 90 80 —	37 28 12 3 126	DES JD CADD MBO TID	37 25 25 35 —	80 55 70 — —	Kraft General Foods headquarters, Northfield, IL Fairchild Communications, New York Arthur J. Gallagher, Itasca, IL Rizzoli International Publications, New York	Umm al-Qura University, Mecca, Saudi Arabia Wyckoff Heights Medical Center, Brooklyn, NY St. Michael's Medical Center, Newark, NJ A.T. Kearney, Inc. headquarters, Chicago
19 (12)	Mancini-Duffy Associates New York Philadelphia, Lake Success, NY; Parsippany, NJ; Boca Raton & Miami, FL; Tokyo	8.84	9.50	287.0	2.80	7 14 6 5 5	PP PM JC SDR JDR	NA 53 40 35 23	100 84 60 65 65	20 16 9 5 104	DES JD CADD MBO TID	46 32 29 53 —	65 65 60 — —	World Trade Center, Osaka, Japan Neuberger Berman, New York International Conference Center, Yokohama, Japan Alliance Capital Management, New York	Fox Rothschild O'Brien & Frankel, Philadelphia Random House, Inc., New York Nippon Telephone and Telegraph, Tokyo Daiwa Securities, New York
20 (36)	STUDIOS Architecture San Francisco, Washington, DC, London New York, Cleveland, Paris	8.56	11.70	45.0	2.40	10 8 26 15 16	PP PM JC SDR JDR	NA 60 38 36 26	150 125 90 60 50	19 16 11 6 142	DES JD CADD MBO TID	44 26 35 31 —	70 50 65 — —	3Com Corporation headquarters, Santa Clara, CA Quantum Corporation headquarters, Milpitas, CA Comptroller of the Currency HQ, Washington, DC MCI Telecommunications corp. HQ, Washington, DC	British Aerospace/N. Amer. HQ, Loudoun County, VA Tandem Computers HQ, Schweikirkirchen, Germany Squire, Sanders & Dempsey headquarters, Cleveland Shaklee Corporation headquarters, San Francisco
21 (33)	HKS, Inc. Dallas Los Angeles, Tampa, FL	8.55	50.00	95.0	5.76	— 7 9 6 7	PP PM JC SDR JDR	— 40 30 25 20	— 77 58 48 38	12 5 22 2 72	DES JD CADD MBO TID	33 20 NA NA 30	63 38 NA 58 —	Greyhound Dial Corporation, Phoenix Tandy Technology Center, Fort Worth, TX Lee Memorial Hospital, Fort Myers, FL Marquette General Hospital, Marquette, MI	J.C. Penney corporate headquarters, Plano, TX Century Telephone corp. headquarters, Monroe, TX St. John's Regional Medical Center, Oxnard, CA Schumpert Medical Center, Shreveport, LA
22 (20)	The Hillier Group Princeton, NJ Philadelphia	8.34	25.07	89.0	1.87	3 8 9 5 5	PP PM JC SDR JDR	NA 55 45 NA 25	160 100 80 NA 45	7 5 4 2 56	DES JD CADD MBO TID	38 23 35 20 —	70 40 65 — —	Janssen Pharmaceutical, Hopewell, NJ Mercer Medical Center, Trenton, NJ American Re-Insurance, Plainsboro, NJ Tower Perrin, Philadelphia	Berlex Laboratories, Wayne, NJ Smith Kline Beecham, King of Prussia, PA Merck & Company, West Point, PA Bell Atlantic, Philadelphia
23 (—)	Cole Martinez Curtis & Associates Marina del Rey, CA Los Angeles	8.10	8.10	142.0	4.19	3 15 4 5 2	PP PM JC SDR JDR	NA 50 41 39 20	115 65 65 65 35	14 5 3 — 70	DES JD CADD MBO TID	44 30 36 — —	65 60 60 — —	Mattel, Inc., El Segundo, CA May Company/Main Place, Santa Ana, CA Robinson's/Brea Mall, Brea, CA First Interstate Bancorp, Los Angeles	Healthnet, Woodland Hills, CA Candle Corp., Los Angeles May Company, Moreno Valley, CA Eastern Municipal Water District, Perris, CA
24 (32)	Kajima Associates, Inc. Englewood Cliffs, NJ Chicago, Atlanta, Los Angeles, Dallas, Honolulu, Detroit, San Francisco, Charlotte, NC; Irvine, CA	8.07	15.99	77.7	1.55	2 7 2 4	PP PM JC SDR JDR	NA 60 35 28 22	120 112 65 67 40	7 3 10 8 55	DES JD CADD MBO TID	60 25 28 — —	90 48 54 — —	Mazda Motors, Flat Rock, MI Uraka Tower, Honolulu Mitsubishi Motor Sales of America, Bridgeport, NJ Camino Real, Lancaster, PA	Los Angeles Children's Court, Los Angeles Dai Ichi Life, New York Hitachi Instruments, San Jose, CA Industrial Bank of Japan, Los Angeles
25 (34)	Interior Architects Inc. (IA) San Francisco New York, Los Angeles, Washington, DC	7.99	7.99	112.0	3.20	9 18 7 8 6	PP PM JC SDR JDR	NA 48 35 31 25	100 90 65 52 45	16 6 4 2 91	DES JD CADD MBO TID	35 25 39 NA —	70 45 50 — —	Caltrans northern Calif. regional HQ, Oakland, CA Grubb & Ellis headquarters, San Francisco Merrill Lynch, multiple locations Dean Witter Reynolds, multiple locations	Citibank N.A., Hong Kong Visa headquarters, Foster City, CA Bank of America headquarters annex, San Francisco Specialty Hospital Group HQ, Washington, DC

NA indicates information not available

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26 (22)	HLW Architecture Engineering Planning Interiors New York Basking Ridge, NJ; Al-Khobar, Saudi Arabi	7.88	22.50	118.1	1.97	4 7 10 13 5	PP PM JC SDR JDR	NA 68 44 37 31	175 125 80 68 56	9 2 — 3 60	DES JD CADD MBO TID	43 28 — 33 —	79 52 — 60 —	AIG, multiple locations Turner Construction Company, New York International Commercial Bank of China, New York Mercedes Benz Manhattan, Inc., New York	Schering-Plough DDF, Kenilworth, NJ Federal Reserve Bank, East Rutherford, NJ USPS Queens, G.M.F., Queens, NY U.S. Surgical Corporations, multiple locations
27 (24)	Robinson Mills + Williams (RMW) San Francisco San Jose, Sacramento & Santa Rosa, CA	7.70	8.07	100.0	2.70	5 9 — 5	PP PM JC SDR JDR	NA 57 35 — 25	135 95 55 — 43	7 — 3 3 50	DES JD CADD MBO TID	38 — 39 30 —	70 — 75 — —	San Jose Museum of Art, San Jose, CA AT&T, Oakland, CA Kaiser Hospital, Walnut Creek, CA State Compensation Insurance Fund, Stockton, CA	IBM offices, Oakland, CA Pacific Gas & Electric Technology Ctr., San Francisco Vision Service Plan headquarters, Sacramento, CA KM Dahl corporate headquarters, Sunnyvale, CA
28 (30)	The Phillips Janson Group Architects, P.C. New York	7.61	8.01	111.7	2.64	4 23 8 7 4	PP PM JC SDR JDR	NA 56 39 33 24	138 103 68 60 40	16 6 8 3 95	DES JD CADD MBO TID	48 28 37 45 —	85 55 70 — —	Bankers Trust Company, New York Goldman Sachs & Co., New York Time Warner Inc.: Magazine Group, New York Straight Arrow Publishers, Inc., New York	LeBoeuf, Lamb, Leiby & MacRae, New York American Institute of CPAs, New York BPI Communications, Inc., New York Sanford C. Bernstein & Co., Inc., New York
29 (13)	ODA/Environetics Inc. New York Los Angeles, Mexico City, London, Sydney & Melbourne, Australia	7.57	8.91	180.0	3.50	10 22 3 15 8	PP PM JC SDR JDR	NA 56 45 40 25	150 95 90 65 43	15 10 14 5 117	DES JD CADD MBO TID	45 25 40 50 —	73 43 65 — —	Nyana, New York Broad Inc., New York HIAS, New York Commercial Bank of New York, New York	Lehman Ark Management Co. Inc., New York Tokai Bank, New York
30 (28)	Griswold, Heckel & Kelly Associates, Inc. Chicago New York, Boston, Deerfield, IL	7.50	8.50	300.0	5.00	9 — 10 10 10	PP PM JC SDR JDR	NA 46 39 37 21	108 83 60 50 35	24 12 10 5 120	DES JD CADD MBO TID	30 21 33 35 —	55 33 45 — —	Heller Financial, Inc., Chicago The Uno-Ven Company, Arlington Heights, IL Navistar Parts & Purchasing, Westchester, IL Fidelity Investments, New York	Chase Manhattan Bank, New York Baxter Healthcare Corporation, multiple locations CBI Industries, Inc., Oakbrook, IL Lotus Development Corp., Reading, MA
31 (38)	Henningson, Durham & Richardson, Inc. Omaha, NE Dallas, Alexandria, VA; Irvine, CA	7.33	36.66	104.9	2.62	— 3 — — —	PP PM JC SDR JDR	— 63 — — —	— 113 — — —	2 6 7 1 21	DES JD CADD MBO TID	45 27 33 47 —	81 48 58 — —	United States Postal Service, Coppell, TX Moreno Valley Regional Med. Ctr., Moreno Valley, CA Asbury Salina Regional Medical Center, Salina, KS Kaiser Reston office building, Reston, VA	Lutheran Hospital of Indiana, Fort Wayne, IN Shriners Hospital/Crippled Children, Cincinnati Shriners Hospital/Crippled Children, Galveston, TX Mesa County Detention Facility, Mesa County, CA
32 (17)	Ellerbe Becket, Inc. Minneapolis New York, Los Angeles, Washington, DC, Kansas City, MO	7.29	71.31	221.3	4.10	3 10 8 3 3	PP PM JC SDR JDR	NA 55 36 32 26	100 90 55 50 45	32 10 2 3 7	DES JD CADD MBO TID	38 24 27 45 —	60 42 27 75 —	GSA/Federal Building & Courthouse, Los Angeles Princess Cruises/Regal Princess, Los Angeles IBM, Minneapolis Mobil Oil Credit Corporation, Lenexa, KS	Pacific Coast Club Condominiums, Long Beach, CA National Science Foundation HQ, Arlington, VA Hewlett-Packard, Wilmington, DE Augusta Medical Center, Fishersville, VA
33 (23)	Reel/Grobman & Associates Los Angeles San Jose & Santa Ana, CA	7.20	7.20	150.0	2.00	5 7 6 8 6	PP PM JC SDR JDR	NA 70 50 46 28	125 100 75 65 50	20 16 9 3 95	DES JD CADD MBO TID	43 27 30 48 —	68 50 55 — —	Southern California Gas Company, Los Angeles Unocal Corporation, Brea, CA Tandem Computers, San Francisco Applied Materials, Santa Clara, CA	Motorola, San Jose, CA Rancho Los Amigos Medical Center, Downey, CA Vineyard Christian Fellowship, Anaheim, CA ADIA, Palo Alto, CA
34 (21)	Retail Planning Associates (RPA) Columbus, OH New York, Seattle, Atlanta, Boston, London	6.98	9.00	105.1	3.54	3 6 3 5 7	PP PM JC SDR JDR	NA 65 40 35 25	150 115 65 60 40	18 8 2 7 65	DES JD CADD MBO TID	48 35 25 75 —	75 68 38 — —	Saks Fifth Avenue, New York Stockman's department stores, Helsinki, Finland Anttila department stores, Helsinki, Finland Jusco, Tokyo	Herman's Sporting Goods, multiple locations Caja de Madrid, Madrid NCNB Bank, various Texas locations Corning, Corning, NY
35 (39)	3D/International Houston Phoenix, Cincinnati, Irvine & Sacramento, CA; San Antonio & Austin, TX; Alexandria, VA; Dayton, OH; Hong Kong, London, Riyadh	6.04	28.28	118.0	3.52	3 6 7 10 6	PP PM JC SDR JDR	NA 68 47 37 33	150 110 75 60 50	12 6 5 6 68	DES JD CADD MBO TID	40 30 28 30 —	63 45 45 — —	Veterans Affairs Medical Center, Houston Asian Development Bank, Manila, Philippines M.W. Kellogg, Houston NCNB Bank, Houston	Department of the Army/Pentagon, Washington, DC J.I. Case headquarters, Racine, WI Texas State Capitol extension, Austin, TX First Interstate Bank, Houston
36 (35)	Vocon Interiors, Inc. Cleveland	5.88	11.25	18.8	2.40	2 — — — 1	PP PM JC SDR JDR	NA 35 — — 18	80 70 — — 50	2 1 1 — 12	DES JD CADD MBO TID	29 18 19 NA —	63 45 55 — —	Ohio Motorists Association, multiple locations Blue Cross/Blue Shield HQ, Cleveland & Akron, OH Realty One headquarters, Independence, OH Ohio Veterans Home, Sandusky, OH	Charles V. Carr municipal complex, Cleveland Nestle USA, Solon, OH Realty One corporate center, Independence, OH Ohio Motorists Association, multiple locations
37 (41)	The Architects Collaborative Inc. Cambridge, MA San Francisco	5.82	22.12	98.0	98	1 — 4 — —	PP PM JC SDR JDR	NA — 47 — —	150 — 115 — —	7 4 — — 17	DES JD CADD MBO TID	39 24 — — —	85 50 — — —	The New England Cafeteria, Boston Northeastern University/Snell Library, Boston Saint Vincent Hospital, Worcester, MA New England Mem'l Hosp. offices, Stoneham, MA	U.S. Embassy, Cairo, Egypt City College of San Francisco Library, San Francisco Public Works/Electric & Water, Kuwait City Glorietta/Ayala Center, Manila, Philippines
38 (48)	Fiad & Associates Madison, WI Gainesville, FL; Greenwich, CT	5.18	14.80	49.3	1.93	6 12 15 15	PP PM JC SDR JDR	NA 50 42 32 25	100 75 63 48 38	13 3 4 9 139	DES JD CADD MBO TID	37 18 18 37 —	56 27 28 56 —	Croixland Dog Track, Hudson, WI St. Elizabeth Hospital, Appleton, WI St. Luke's Hospital, Davenport, IA Univ. of WI Center for Health Sciences, Madison, WI	Boehringer Ingelheim Pharmaceutical, Ridgefield, CT Northwestern Mutual Life Insurance, Milwaukee Heritage National Health Plan/John Deere, Moline, IL West Allis Memorial Hospital, West Allis, WI
39 (47)	HGA Interiors - A division of HGA Architects & Engineers Minneapolis Milwaukee, Denver, Rochester, MN	5.12	18.28	90.2	1.40	3 2 — — —	PP PM JC SDR JDR	NA 40 — — —	NA 70 — — —	4 2 1 — 12	DES JD CADD MBO TID	30 22 20 — —	45 35 30 — —	Covenant Medical Center, Waterloo, IA Elementary & High Schools, Owatonna, MN Luther Residence Hall, Decorah, IA United Hospital/Surgery Center, St. Paul, MN	Delano Schools, Delano, MN Minnesota History Center, St. Paul, MN Park Nicollet Medical Center, Minneapolis United States Postal Service, Minneapolis
40 (99)	Dyer/Brown & Associates, Inc., Architects Boston New Bedford, MA; London	5.03	6.62	22.5	.40	2 1 1 2 1	PP PM JC SDR JDR	NA NA NA NA NA	110 85 65 50 40	— — 1 — 9	DES JD CADD MBO TID	— — NA — —	— — 70 — —	State Street Bank & Trust Company, Boston State Street Bank & Trust Company, London Massachusetts Port Authority, Boston Bank of New England, Boston	Texaco headquarters, London Aspen Technology, Cambridge, MA Salem Armory, Salem, MA Ropes & Gray, Boston

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All figures have been rounded off for the purpose of this listing.

41 (55)	Staffelbach Designs & Associates, Inc. Dallas	5.03	5.13	78.0	3.70	2 PP 8 PM 3 JC 4 SDR 3 JDR	NA 40 35 32 27	115 75 75 54 44	14 DES 8 JD 8 CADD 3 MBD 65 TID	34 19 25 38 —	62 32 56 — —	GTE Telephone Operations headquarters, Irving, TX Rosewood Properties, Dallas DSC Corporate Services, Dallas Bridge Oil, Dallas	Mobil Oil, New Orleans, LA Tandem Telecommunications Systems, Plano, TX Price Waterhouse, Dallas Bank One, Dallas
42 (43)	Stone Marraccini Patterson San Francisco St. Louis, Santa Monica, CA	5.02	13.20	74.0	2.30	1 PP 3 PM — JC 3 SDR 1 JDR	NA 43 — 38 25	150 95 — 75 45	2 DES 3 JD — CADD — MBD 13 TID	41 25 — — —	78 50 — — —	Univ. of CA/Thornton Hospital, La Jolla, CA San Joaquin General Hospital, Stockton, CA Univ. of MO/lab & classrooms, Columbia, MO Oppenheimer & Co. Inc., regional offices, St. Louis	Stanford Univ./Medical School lab, Palo Alto, CA Nat'l Inst. of Health/AIDS Res. Ctr., Bethesda, MD Coburn Croft & Putzell law offices, St. Louis Illinois College/Kirby Learning Ctr., Jacksonville, IL
43 (40)	The Switzer Group, Inc. New York	5.00	5.00	140.0	3.20	4 PP 6 PM 1 JC 4 SDR 1 JDR	NA 58 50 40 25	150 120 95 95 75	6 DES 3 JD 2 CADD 2 MBD 40 TID	48 25 30 NA —	95 75 75 — —	EMI Music Worldwide, New York Blue Cross/Blue Shield, Newark, NJ North General Hospital, New York Abbott Capital Management, New York	Chrysalis Records, New York U.S. Federal Courthouse/Foley Square, New York Chase Manhattan Bank, New York Frederick Atkins, New York
44 (58)	Hansen Lind Meyer Iowa City, IA Chicago, Denver, New York, Orlando, FL, Washington, DC	4.98	33.21	71.2	1.78	— PP — PM — JC 4 SDR — JDR	— — — 17 —	— — — 33 —	12 DES 3 JD — CADD — MBD 19 TID	32 19 — — —	62 36 — — —	Johns Hopkins Univ./research building, Baltimore Iowa State Univ./molecular biology bldg., Ames, IA Mayo Clinic/Conrad N. Hilton bldg., Rochester, MN Univ. of IA Hosp./Psychiatric Pavilion, Iowa City, IA	Arlington County Detention Facility, Arlington, VA Univ. of IA Hospital/Cancer Center, Iowa City, IA Univ. of Nebraska/Ambulatory Care Fac., Omaha, NE Sarasota Mem'l Hosp./Physicians Ctr., Sarasota, FL
45 (45)	Jon Greenberg & Associates Inc. Southfield, MI	4.94	5.04	75.0	2.50	2 PP 9 PM — JC — SDR — JDR	NA 45 — — —	141 95 — — —	14 DES 16 JD 5 CADD 2 MBD 60 TID	35 24 24 NA —	68 58 58 — —	Warner Brothers Inc., Los Angeles Hills department stores, Canton, MA LensCrafters, Cincinnati Trans World Music Corp., Albany, NY	Phillips Van Heusen, Philadelphia Leichters, Harrison, NJ Target Stores Inc., Minneapolis Casual Corner, Enfield, CT
46 (42)	The Falick/Klein Partnership, Inc. Houston Irvine & Oakland, CA	4.88	6.10	100.0	1.50	2 PP 6 PM 4 JC 8 SDR 6 JDR	NA 62 53 31 28	180 100 90 70 45	8 DES 2 JD 4 CADD 2 MBD 57 TID	48 28 25 NA —	80 45 55 — —	St. Joseph Hospital, Houston Univ. of TX/Women's Center, Galveston, TX Northeast Medical Center Hospital, Humble, TX Christ Hospital/Emergency dept., Oak Lawn, IL	Bartholomew County Hospital, Columbus, OH DCH Medical Ctr./Ambulatory Care, Tuscaloosa, AL Rideout Memorial Hospital, Marysville, CA Northeast Baptist Hospital, San Antonio, TX
47 (57)	Architectural Interiors Incorporated Washington, DC	4.83	5.36	106.7	1.80	5 PP 6 PM 12 JC 14 SDR 8 JDR	NA 52 NA 43 31	100 85 75 70 50	15 DES 8 JD 4 CADD 3 MBD 80 TID	42 27 29 31 —	70 50 50 — —	Freddie Mac headquarters I, McLean, VA The World Bank/"J" Building, Washington, DC American Red Cross, Falls Church, VA Northern Telecom, Inc., Vienna, VA	Freddie Mac headquarters II, McLean, VA Postal Square, Washington, DC Cushman, Darby & Cushman, Washington, DC Jackson & Campbell, Washington, DC
48 (56)	Interprise Chicago, Dallas, Los Angeles, Oakbrook, IL	4.73	5.20	15.3	3.33	8 PP 16 PM — JC — SDR 4 JDR	NA 42 — 31 21	125 95 — 60 45	18 DES 4 JD 4 CADD 7 MBD 85 TID	30 20 30 38 —	55 40 60 — —	Stern Walters, Chicago The Rosewood Corporation, Dallas Equitable Real Estate, Chicago Dames & Moore, Chicago	Enesco, Chicago Commodity Futures Trading Commission, Chicago Cushman Realty Corporation HQ, Los Angeles Cybertek, Dallas
49 (49)	Burt Hill Kosar Rittelmann Associates Butler, PA Pittsburgh, Philadelphia, Houston, Washington, DC, Fort Myers, FL	4.73	16.60	40.0	1.40	3 PP 4 PM — JC — SDR — JDR	NA 38 — 29 —	120 60 — 55 —	12 DES 4 JD 2 CADD 1 MBD 33 TID	34 17 24 40 —	63 35 50 — —	National Public Radio, Washington, DC Foundry Building, Washington, DC Alcoa Management Information Services, Pittsburgh Ohio Valley General Hospital, Pittsburgh	Corps of Engineers, Philadelphia National Steel Corporation, Pittsburgh University of Pittsburgh/dorms, Pittsburgh Ladbroke OTB, Western PA
50 (27)	Beyer Blinder Belle, Architects & Planners New York	4.70	8.54	93.0	1.20	2 PP 3 PM 2 JC — SDR 2 JDR	NA 63 45 — 25	183 150 95 — 55	3 DES 4 JD — CADD — MBD 17 TID	55 26 — — —	110 55 — — —	Denver Performing Arts Center, Denver Queens College, Flushing, NY Henri Bendel, New York The Merchandise Mart, Chicago	Childrens Village, Dobbs Ferry, NY James J. Howard Marine Labs, Sandy Hook, NJ Old Boys High School, Brooklyn, NY Japan House, New York
51 (71)	OWP&P Architects, Inc. Deerfield, IL Chicago	4.64	13.53	NA	NA	— PP 5 PM — JC 1 SDR 1 JDR	— 50 — 42 19	— 83 — NA NA	14 DES 5 JD 1 CADD 1 MBD 29 TID	33 22 22 45 —	66 42 NA — —	Zenith Data Systems, Buffalo Grove, IL Illinois Bell, Chicago American Airlines, Chicago Franciscan Village/Village Inn, Lemont, IL	March McLennan Insurance, Chicago Homewood-Flossmoor High School, Flossmoor, IL Lake Forest High School, Lake Forest, IL American Airlines O'Hare, Chicago
52 (50)	Descon Interiors Incorporated New York	4.46	4.50	75.0	1.30	4 PP 9 PM 1 JC 7 SDR 5 JDR	NA 50 75 35 20	NA 85 80 75 50	7 DES 4 JD 3 CADD 2 MBD 52 TID	53 25 25 45 —	78 55 45 65 —	Newport Center, Jersey City, NJ TWA Reservations, New York NY State District Attorney's Office, New York NY State Department of Health, New York	NY City Human Resources Administration, New York Public Service Mutual, New York Weinick and Sanders, New York Newport Center, Jersey City, NJ
53 (79)	Einhorn Yaffee Prescott, Architecture & Engineering, P.C. Albany, NY Washington, DC	4.42	11.95	61.5	50	2 PP 2 PM — JC — SDR — JDR	NA NA — — —	140 115 — — —	5 DES 2 JD 2 CADD — MBD 14 TID	30 20 22 — —	45 35 37 — —	Ellis, Albany, NY Key Bank, Albany, NY General Electric/floors 2-3, Schenectady, NY St. Lawrence County, Canton, NY	Niagra Mohawk Power Corporation, Syracuse, NY General Electric/floors 4-6, Schenectady, NY Cornell University/Sage Hall, Cornell, NY A.O. Fox Memorial Hospital, Oneonta, NY
54 (31)	Jung/Brannen Associates, Inc. Boston New York, Hartford, CT	4.29	8.76	27.0	1.15	1 PP 2 PM 2 JC 1 SDR — JDR	NA 49 39 30 —	150 92 65 58 —	5 DES 4 JD — CADD — MBD 16 TID	39 26 — — —	65 47 — — —	New England Telephone, Boston General Electric, Pittsfield, MA Massachusetts Financial Services, Boston AIG, New York	
55 (63)	The Kling-Lindquist Partnership, Inc. Philadelphia	4.23	47.00	40.0	1.80	1 PP 4 PM 2 JC — SDR — JDR	NA 63 47 — —	135 110 77 — —	6 DES — JD 3 CADD 2 MBD 19 TID	42 — 37 52 —	68 — 38 — —	Glaxo Inc., Research Triangle Park, NC Upjohn Company, multiple locations Schwartz Campbell Detweiler, Philadelphia Penn Mutual Life, Philadelphia	Sterling Research Grp., Upper Providence Twp., PA

NA indicates information not available

— indicates information not applicable to category and/or firm

Rankings determined by test before rounding

All figures have been rounded off for the purpose of this listing.

56 (44)	The International Design Group Toronto New York, London	4.20	4.66	46.0	NA	11 — — —	PP PM JC SDR JDR	NA 90 — — —	150 150 — — —	8 14 — — 36	DES JO CADD MBO TID	63 35 — — —	100 75 — — —	Costanera Shopping Centre, Santiago, Chile Kennedy Shopping Centre, Santiago, Chile Metro Centre, Toronto	Las Condes Shopping Centre, Santiago, Chile Jumbo Kennedy Shopping Centre, Santiago, Chile Post Office/Specialty Centre, Liverpool, U.K. Boyle AIC Power Centre, Liverpool, U.K.
57 (60)	Pierce Goodwin Alexander & Linville Houston Dallas, Alexandria, VA; Tampa, FL	4.14	10.38	140.0	3.50	1 6 4 — —	PP PM JC SDR JDR	NA 52 35 30 —	125 88 60 100 —	12 10 — — 42	DES JO CADD MBO TID	30 22 — 29 —	52 38 — 43 —	Panhandle Eastern Corporation, Houston Coopers & Lybrand, Houston Shell Pipeline Company, Houston Twin Towers, Dallas	Panhandle Eastern Corporation, Houston Jacobs Engineering Group Inc., Houston Fina Oil Company, Houston
58 (137/ 128)	LSH/Hague-Richards Associates Chicago	4.10	4.10	38.0	1.50	1 — — 7 2	PP PM JC SDR JDR	NA 45 — 42 20	170 85 — 72 45	10 3 — — 29	DES JO CADD MBO TID	37 25 — — —	65 45 — — —	FMC Corporation, Philadelphia Harris Bank, Chicago Gottlieb Memorial Hospital, Melrose Park, IL Stein Roe Farnham, Chicago	Univ. of Chicago/Bio. Sci. Learning Ctr., Chicago Rooks, Pitts, Fullager & Poust, Chicago Follett Corporation, Chicago West Suburban Hospital, Oak Park, IL
59 (46)	Greenwell Goetz Architects Washington, DC	4.09	4.09	45.0	1.25	3 5 3 3 10	PP PM JC SDR JDR	NA 53 47 37 27	125 95 80 75 55	6 4 — — 45	DES JO CADD MBO TID	48 25 — — —	75 55 — 125 —	FDIC, Washington, DC Mitre Corporation, Reston, VA Morrison & Hecker, Kansas City, MO Mintz Levin, Washington, DC	NASA, Washington, DC TRW, Vienna, VA Atlantic Research, Loudon County, VA Air Transport Association, Washington, DC
60 (64)	Schafer Associates, Inc. Oakbrook Terrace, IL	4.09	4.30	42.6	2.52	3 9 1 3 7	PP PM JC SDR JDR	NA 59 50 30 25	225 95 60 50 40	5 9 — — 49	DES JO CADD MBO TID	39 23 — — —	55 40 — — —	Marshall Field's, Oakbrook Terrace, IL Carson Pirie Scott & Co., St. Charles, IL La Gran Plaza Leon Shopping Center, Leon, Mexico Eagle Foods, Country Club Hills, IL	Marshall Field's/Water Tower Place, Chicago Salinas Y Rocha, Acapulco, Mexico Sears, multiple locations Aurrera/Interlomas Mall, Mexico City
61 (51)	Butler Rogers Baskett New York	3.93	4.37	70.0	.95	5 4 4 4 1	PP PM JC SDR JDR	NA 65 48 46 45	150 118 88 85 83	7 4 2 — 45	DES JO CADD MBO TID	45 28 39 — —	82 51 62 — —	Marks Murase & White, New York Scientific American, New York Meridian Showroom, New York Pennie & Edmonds, New York	Fish & Neave, New York Coudert Brothers, New York Anderson Kill Olick & Oshinsky, New York National Geographic, New York
62 (136)	Giffels Associates, Inc. Southfield, MI Giffels Hoyem Basso Inc./Troy, MI	3.92	43.50	40.0	1.70	4 1 4 3 4	PP PM JC SDR JDR	NA 48 38 29 23	58 58 45 35 27	5 8 — — 32	DES JO CADD MBO TID	40 26 26 — —	47 32 32 — —	Chrysler Technology Center, Auburn Hills, MI Abbott Laboratories, Abbott Park, IL Toyota Manufacturing Facility, Georgetown, KY Boeing Paint Facility, Wichita, KS	Chrysler Technology Center, Auburn Hills, MI Abbott Laboratories, Abbott Park, IL Toyota Manufacturing Facility, Georgetown, KY Boeing Paint Facility, Wichita, KS
63 (—)	Page Southerland Page Austin, TX Dallas, Houston	3.88	13.61	83.8	2.27	4 19 21 12 6	PP PM JC SDR JDR	NA 62 43 37 32	110 93 64 57 49	68 14 16 8 175	DES JO CADD MBO TID	28 21 25 30 —	42 31 38 45 —	NCNB, Austin, TX Reynolds Army Hospital, Fort Sills, OK Seton Northwestern Hospital, Austin, TX Federal Prison Camp, Bryan, TX	Bailey Middle School, Austin, TX Austin Convention Center, Austin, TX Tandem Summit Park, Austin, TX Texas National Guard headquarters, Austin, TX
64 (61)	The Environments Group Chicago	3.44	3.44	52.6	1.80	5 7 1 3 1	PP PM JC SDR JDR	NA 48 41 31 27	100 90 70 50 40	19 1 — — 45	DES JO CADD MBO TID	39 18 — — —	70 40 — — —	Ameritech, Chicago Dun & Bradstreet Software Syst., Schaumburg, IL Home Insurance, Chicago Greely & Hansen, Chicago	American Family Insurance, Madison, WI Internet Systems Inc., Chicago Illinois Central Railroad, Chicago Wittel Communication, Chicago
65 (67)	Deupi and Associates Inc. Washington, DC Arlington, VA	3.38	3.80	125.0	3.50	2 10 — 6 —	PP PM JC SDR JDR	NA 68 — 27 —	120 90 — 75 —	9 — 4 — 44	DES JO CADD MBO TID	39 — 33 40 —	65 — 60 — —	Systems Research and Application, Fairfax, VA WUSA-TV headquarters, Washington, DC Marine Spill Response Corporation, Washington, DC Powell, Goldstein, Frazer & Murphy, Washington, DC	U.S. Department of Justice, Washington, DC HCX/healthcare specialists, Washington, DC Mobil Oil/Marketing & Refining Division, Fairfax, VA WMAL/MIX 107, Washington, DC
66 (74)	The H. Chambers Company Baltimore Boston; Lyford Clay, Nassau, N.P., Bahamas	3.37	4.21	67.3	1.21	3 2 7 2 2	PP PM JC SDR JDR	NA 50 40 33 20	125 95 80 55 45	6 6 1 — 52	DES JO CADD MBO TID	34 24 27 36 —	65 50 65 — —	Princess Cruises/Regal, Trieste, Italy Royal Bank of Canada, Nassau, Bahamas Berkshire Country Club, Reading, PA National Academy of Sciences, Washington, DC	Wilmington Country Club, Wilmington, DE Westwood Country Club, St. Louis Commonwealth Bank, Nassau, Bahamas Bermuda Run Country Club, Winston-Salem, NC
67 (—)	SPGA Group Inc. New York	3.33	3.70	35.5	.69	3 4 3 3 1	PP PM JC SDR JDR	NA 60 40 32 24	150 90 65 58 45	3 1 3 — 28	DES JO CADD MBO TID	47 25 35 — —	78 60 65 — —	Warner Brothers/DC Comics, New York Jobson Publishing, New York Drug Enforcement Administration, New York Wilhelmina, New York	The Conference Board, New York Taisei America Corp., Bedford, NY Munich American Reinsurance, New York WNBT / Channel 13, New York
68 (65)	Chaix & Johnson, Inc. West Los Angeles Singapore	3.33	3.69	60.0	2.40	1 7 5 — 1	PP PM JC SDR JDR	NA 72 50 — 29	172 144 106 — 59	4 — — — 24	DES JO CADD MBO TID	45 — — — —	92 — — — —	Tobu Department Store, Tokyo Melbourne Central, Melbourne, Australia Damara, Melbourne, Australia Marui Imai, Otaru, Japan	Central - Chidlom, Bangkok, Thailand Central - Land Prao, Bangkok, Thailand Marui Imai, Asahikawa, Japan Insurgentes Mexico City, Mexico
69 (54)	ASD, Inc. Atlanta Tampa, FL; Washington, DC	3.14	3.20	NA	2.60	6 — — — —	PP PM JC SDR JDR	NA 35 — — —	105 70 — — —	14 11 2 — 49	DES JO CADD MBO TID	30 20 40 — —	55 40 35 — —	Johnson & Higgins, Atlanta KPMG Peat Marwick, St. Petersburg, FL Ft. Myers Service Center, Ft. Myers, FL A major entertainment company, Orlando, FL	KPMG Peat Marwick, Atlanta Long Aldridge & Norman, Atlanta Foley & Lardner, Tampa, FL Freeman & Hawkins, Atlanta
70 (62)	Ehrlich-Rominger Los Altos, CA San Francisco, Sacramento & Newport Beach, CA	3.09	10.30	40.0	3.00	3 — — 4 5	PP PM JC SDR JDR	NA 60 — 35 25	105 90 — 60 35	3 3 6 3 30	DES JO CADD MBO TID	40 25 45 60 —	75 35 40 — —	Puritan Bennett, Carlsbad, CA Nichols Institute, San Juan Capistrano, CA Applied Materials, Santa Clara, CA Bio-Rad/Building H, Hercules, CA	Advanced Cardiovascular Systems, Temecula, CA Mentor Graphics, San Jose, CA Kaiser Permanente MOB, Fresno, CA UC Davis Engineering/Unit 2, Davis, CA

NA indicates information not available

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Rankings determined by lines before rounding

All figures have been rounded off for the purpose of this listing.

71 (72)	Ridgway Associates Los Angeles	3.06	3.40	66.5	1.00	2 4 —	PP PM SDR	NA 60 —	165 125 —	10 2 31	DES JD CADD	45 NA NA	95 60 —	The Bank of California, Los Angeles Morris, Polich & Purdy, Los Angeles The Prudential, multiple locations International Cablecasting Technologies, Los Angeles	Coopers & Lybrand, Los Angeles Lawyers Title Insurance Co., Los Angeles Davis, Ball & Columbatto, Los Angeles Lippobank, Los Angeles
72 (52)	DBI, Inc. Washington, DC Tysons Corner, VA	2.95	3.10	52.0	2.20	2 8 —	PP PM SDR	NA 48 —	NA 75 —	10 7 6 33	DES JD CADD MBO	33 — 27 30	68 — 85 —	Small Business Administration, Washington, DC Blue Cross/Blue Shield, Washington, DC Nat'l Transportation & Safety Board, Washington, DC HSI, Washington, DC	Nuclear Regulatory Commission, Rockville, MD Interamerican Development Bank, Washington, DC Mobil Oil Corporation, Reston, VA Capitol Area Services Co., Inc., Charleston, NC
73 (127)	Peter Marino + Associates, Architects/Peter Marino Ltd. New York Philadelphia, East Hampton, NY; Paris	2.87	7.17	11.5	.92	1 12 14 16	PP PM JC SDR	NA 90 63 44 37	365 168 118 82 69	5 7 3 87	DES JD CADD MBO	62 48 32 —	115 60 75 —	Whittle Communications headquarters, Knoxville, TN The America Shopping Center, Manhasset, NY Whittle residence, East Hampton, NY Arsianian Freres offices, Anwerp, Belgium	Barneys Yokohama, Yokohama, Japan Barneys Chicago, Chicago Revlon/executive offices, New York Giorgio Armani Boutique, Manhasset, NY
74 (73)	Thompson, Ventulett, Stainback & Associates, Inc. Atlanta	2.84	19.92	85.3	3.72	— 7 3 —	PP PM JC SDR	— 33 NA —	— 72 NA —	10 3 7 31	DES JD CADD MBO	24 18 18 NA	39 29 29 —	Carolina Place Mall, Charlotte, NC IBM Wildwood, Atlanta IBM Entry Systems Division, Boca Raton, FL Haywood Mall, Greenville, SC	Merrill Lynch, Jacksonville, FL Georgia Dome, Atlanta Proctor & Gamble, Atlanta Mobile Convention Center, Mobile, AL
75 (84)	Spillis Candela & Partners Interiors Coral Gables, FL Washington, DC; Orlando & W. Palm Beach, FL	2.81	19.41	81.2	2.02	1 4 3 —	PP PM JC SDR	NA 50 30 37	160 95 55 55	6 3 2 24	DES JD CADD MBO	35 21 30 42	60 42 60 —	The Watergate Hotel, Washington, DC Barnett Banks, Inc., Jacksonville, FL Banco Ganadero International, Miami Chandris Cruise Lines, Miami	USAA, Tampa, FL Palm Beach County Judicial Ctr., W. Palm Beach, FL American Airlines, Miami Chase Manhattan Bank, N.A., Nassau, Bahamas
76 (83)	Gresham, Smith & Partners Nashville, TN Atlanta, Birmingham, AL; Jacksonville, FL	2.75	13.90	62.0	1.04	2 — — —	PP PM JC SDR	NA 32 — —	100 65 — —	11 3 — 24	DES JD CADD MBO	34 22 — 22	60 35 — —	Healthsouth Medical Center, Birmingham, AL Southtrust Bank, Birmingham, AL Waller Lansden Dortch & Davis, Nashville, TN Harwell Martin & Stegall, Nashville, TN	Alabama Judicial Building, Montgomery, AL ComAir Terminal, Cincinnati Nat'l Fedn. of Independence Business, Nashville, TN Holsten Valley Medical Center, Kingsport, TN
77 (82)	Ballinger Philadelphia	2.75	11.00	235.0	3.70	— 5 4 2	PP PM JC SDR	— 50 — 30	80 — 48 35	8 2 — 24	DES JD CADD MBO	36 22 — 40	58 35 — —	Bryn Mawr Hospital/B&D wing, Bryn Mawr, PA Hershey Foods HQ and datacenter, Hershey, PA Milford Hospital addition, Milford, DE Temple Univ. Hospital/MRI addition, Philadelphia	Commerce Square/phase II, Philadelphia Conrail headquarters, Philadelphia Aegis/GE office and mfg. facility, Camden, NJ Ethicon/Bio Skills Center, Blue Ash, OH
78 (98)	KPA Design Group Inc. Philadelphia	2.70	2.70	36.7	1.00	4 7 — 4	PP PM JC SDR	NA 60 — 35	108 82 — 62	9 13 3 48	DES JD CADD MBO	35 25 25 25	62 50 60 —	Bristol-Myers Squibb, Princeton, NJ Muhlenberg Regional Medical Center, Plainfield, NJ Dartmouth/Hitchcock Medical Center, Hanover, NH Hoehst-Roussel, Somerville, NJ	Atchem North America, Philadelphia Atlantic City Medical Center, Pomona, NJ Blank Rome Comisky & McCauley, Philadelphia Nesbitt Memorial Hospital, Kingstons, PA
79 (81)	Eaton Design Group, Inc. McLean, VA	2.69	2.69	26.9	1.08	5 3 2 1	PP PM JC SDR	NA 35 27 25	125 55 48 54	4 1 5 30	DES JD CADD MBO	29 15 24 35	49 45 30 —	CACI, Arlington, VA GSA, Washington, DC Allstate Insurance, Fairfax, VA IDA, Alexandria, VA	National Science Foundation, Arlington, VA Department of Justice, Washington, DC Cort Furniture Rental headquarters, Fairfax, VA Westwinds Country Club, Frederick, MD
80 (120)	Interni Irvine, CA Los Angeles	2.63	2.63	60.0	1.50	3 4 3 5	PP PM JC SDR	NA 53 40 35	105 85 70 60	6 1 4 36	DES JD CADD MBO	42 29 35 NA	65 45 55 —	Maxicare Health Plans, Los Angeles Home Savings of America, Irwindale, CA Computerized Lodging Systems, Long Beach, CA Bateman, Eichler, Hill & Richards, Los Angeles	Starkist Seafood Company, Long Beach, CA Ford Motor Company, Anaheim, CA Blanc Williams, Los Angeles Pacific Business Interiors, Commerce, CA
81 (106)	Malesardi & Hubbard San Francisco	2.60	2.60	5.3	.38	2 3 2 2	PP PM JC SDR	NA 62 41 30	125 85 75 55	3 1 — 19	DES JD CADD MBO	29 23 — —	55 45 — —	U.S. Court of Appeals, San Francisco Spieker Partners, Sacramento, CA Laughlin, Falbo, Levy & Moresi, San Francisco SDMA, New York	U.S. Court of Appeals, San Francisco Hancock, Rother & Bunshoft, San Francisco KBKM, San Francisco Ryan Ranch, Monterey, CA
82 (142)	ADD Inc. Cambridge, MA Washington, DC	2.59	4.00	21.0	.53	2 4 3 —	PP PM JC SDR	NA 40 33 —	135 80 65 —	— 3 1 15	DES JD CADD MBO	23 23 25 NA	45 — 50 —	Victor Corporate Park/building II, Livonia, MI State Street Bank, Boston Nyala Farms, Westport, CT Paezel, Waltham, MA	Legent Corporation office complex, Pittsburgh State Street Bank, Quincy, MA Waterbury Hospital Health Center, Waterbury, CT Mount Vernon Place, Richmond, VA
83 (114)	Hopping Kovach Grinnell Design Consultants Ltd. Vancouver, BC	2.57	2.70	30.0	.75	3 3 2 1	PP PM JC SDR	NA 42 40 36	75 75 55 50	4 4 2 —	DES JD CADD MBO	26 20 20 —	50 40 40 —	MacMillan Bloedel, Vancouver, BC Teck Corporation, Vancouver, BC Cominco Ltd., Vancouver, BC Teekay Shipping (Canada) Ltd., Vancouver, BC	Campney & Murphy, Vancouver, BC
84 (112)	New York Design Collaborative, Inc. New York	2.56	3.20	65.0	1.20	3 4 2 —	PP PM JC SDR	NA 50 40 35	150 100 75 50	3 1 4 26	DES JD CADD MBO	38 25 35 50	88 50 75 150	Sony Corporation of America, Boca Raton, FL Chemical Bank, New York Bank of Boston, New York Svenska Handelsbanken, New York	Bugle Boy Industries, New York Marvel Entertainment, New York Sony Corporation of America, New York Ogilvy & Mather, New York
85 (95)	Fitzpatrick Design Group, Inc. New York	2.50	2.50	20.7	.84	4 3 2 3	PP PM JC SDR	NA 50 42 40	200 90 70 60	4 2 — 23	DES JD CADD MBO	49 30 — NA	80 50 — —	British Home Stores, West Thurrock, UK Neiman-Marcus, North Michigan, IL Dayton Hudson, Burnsville, MN Jenss department stores, Amherst, NY	Bloomingdale's Mall of America, Bloomington, MN Bloomingdale's, Short Hills, NJ British Home Stores, multiple locations, UK

NA indicates information not available
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* Rankings determined by fees before rounding
 All figures have been rounded off for the purpose of this listing.

86 (89)	TRO/The Ritchie Organization Newton, MA Birmingham, AL; Sarasota, FL	2.49	9.96	6.0	NA	1 PP — PM — JC — SDR — JDR	NA — — — —	100 — — — —	2 DES 3 JO — CADD — MBD 7 TID	45 34 — — —	84 65 — — —	Baystate/Women & Newborn Hosp., Springfield, MA Holy Family Hosp./Cancer Mgmt. Ctr., Methuen, MA St. John's Hosp./Ambulatory Surgery, Lowell, MA The University Hosp./Cardiology department, Boston	Univ. of AL/Biomedical Rsch. bldg., Birmingham, AL Retreat Hosp./Orthopedic-Endoscopy, Richmond, VA St. Francis Hospital/Cancer Center, Hartford, CT Corning Hospital addition/renovation, Corning, NY
87 (97)	GK Associates New York Edison, NJ	2.49	2.49	30.0	.80	1 PP 2 PM 2 JC 2 SDR 3 JDR	NA 60 45 55 30	125 90 60 55 45	4 DES 3 JO 3 CADD 1 MBD 23 TID	50 30 40 25 —	63 45 55 — —	Mint Investment Management Co., Hoboken, NJ CIGNA Service Company, New York County Nat West, Boston Tudor Investment Corporation, Chicago	County Nat West, New York Constitution Reinsurance, New York Century Business Credit Corporation, New York Van Kampen Merritt, Philadelphia
88 (102)	Hendrick Associates, Inc. Atlanta	2.44	2.44	48.4	3.10	3 PP 3 PM 2 JC — SDR — JDR	NA 47 NA — —	110 75 85 — —	9 DES 2 JO 1 CADD 1 MBD 26 TID	32 NA NA NA —	75 65 50 65 —	GTE Mobile Communications, Atlanta Price Waterhouse, Tampa, FL Oglethorpe Power, Tucker, GA Georgia Department of Revenue, Atlanta	Trinity Washington, Atlanta The London Agency, Atlanta Dearborn & Ewing, Nashville, TN BBDO, Atlanta
89 (92)	Quantrell Mullins & Associates Inc. Atlanta	2.42	2.42	34.3	.87	2 PP 4 PM — JC 1 SDR — JDR	NA 50 — 42 —	110 85 — 65 —	3 DES — JO 1 CADD 1 MBD 15 TID	42 — 26 NA —	65 55 — — —	Ernst & Young, Raleigh, NC Smith, Gambrell & Russell law offices, Atlanta Joh. A Benckiser GmbH, Ludwigshafen, Germany Greenville Hospital/Women's Ctr., Greenville, NC	Ernst & Young, Atlanta Columbus Regional Healthcare, Columbus, GA AFLAC, Columbus, GA Egleston Children's Hospital of Emory, Atlanta
90 (93)	Ziegler Cooper, Inc. Houston	2.40	2.93	29.0	1.20	4 PP 5 PM 3 JC 2 SDR 3 JDR	NA 42 37 21 19	125 100 75 70 55	7 DES 3 JO 2 CADD 1 MBD 40 TID	42 37 27 NA —	73 55 60 — —	Texas Eastern Products Pipeline Co., Houston Resolution Trust Corporation, Houston Imperial Holly Corporation, Houston Credit Suisse, Miami & Chicago	BMC Software Inc., Houston Kent Electronics, Houston Imperial Holly Corporation, Houston
91 (119)	Sasaki Associates, Inc. Watertown, MA San Francisco, Los Angeles, Dallas, Portland, ME; Washington, DC; Santa Ana, CA	2.40	23.95	17.5	.27	1 PP 2 PM 1 JC — SDR — JDR	NA 53 35 — —	150 90 60 — —	4 DES 1 JO 1 CADD — MBD 11 TID	39 25 25 — —	68 58 40 — —	Brandeis Univ./Red Auerbach Arena, Waltham, MA Digital Training Facility, Maynard, MA N. Arizona Univ./Cline Library, Flagstaff, AZ SunBank Center regional HQ, Ft. Lauderdale, FL	National Foreign Affairs Training Ctr., Arlington, VA Alyeska Ski Resort, Girdwood, AK Univ. of NE/College of Business Admin., Lincoln, NE Northeastern Univ./School of B.A., Boston
92 (113)	Cox • James / IFB Phoenix San Diego	2.35	2.35	23.0	.70	2 PP 7 PM 2 JC 2 SDR 1 JDR	NA 40 NA NA NA	125 78 35 40 35	2 DES 1 JO 3 CADD 1 MBD 29 TID	NA NA 30 NA —	70 45 55 60 —	Valley Bank Center renovation, Phoenix First Interstate Bank Plaza renovation, Phoenix Arizona Design Center, Phoenix Aetna, San Diego	Valley National Bank Center renovation, Phoenix City of Phoenix Municipal Complex, Phoenix Edwards & Kolesar, Chartered, Las Vegas, NV Vargas & Bartlett, Reno, NV
93 (148)	Steinmann, Grayson, Smylie Los Angeles Sacramento, CA; Las Vegas, NV	2.35	2.35	32.0	.85	2 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	120 75 65 — —	2 DES 2 JO — CADD 1 MBD 13 TID	NA NA NA NA —	65 55 — — —	San Joaquin Human Services Agency, Stockton, CA AT&T, Los Angeles Montgomery Engineering, Pasadena, CA	Lynwood Justice Center, Lynwood, CA AT&T, Los Angeles 6310 San Vicente Building, Los Angeles City of Long Beach, Los Angeles, CA
94 (78)	Harley Ellington Pierce Yee Associates, Inc. (HEPY) Southfield, MI Denver, Los Angeles, Seattle, Orlando, FL; Windsor, Ontario	2.27	15.15	28.0	.78	1 PP 1 PM — JC — SDR — JDR	NA 44 — — —	78 66 — — —	2 DES 2 JO — CADD — MBD 6 TID	36 30 — — —	54 45 — — —	Chrysler Technology Center, Auburn Hills, MI St. Luke's Hospital, Saginaw, MI Ford Motors Credit Company/MMAFC, Nashville, TN Plunkett & Cooney law offices, Detroit & Flint, MI	Ford Motors/Scientific Research Lab, Dearborn, MI Parke-Davis pharmaceutical lab, Ann Arbor, MI Romeo Public Schools, Romeo, MI Ford Motors/Research & Dev't Center, Dearborn, MI
95 (—)	Silvester Tafuro Design, Inc. South Norwalk, CT	2.27	2.27	10.0	.20	2 PP 4 PM 3 JC 4 SDR 2 JDR	NA 63 50 50 35	105 95 78 78 54	5 DES 2 JO 2 CADD 1 MBD 28 TID	50 30 45 50 —	78 50 76 — —	American Airlines, Philadelphia British Air reservation ctr./sales office, Houston American Airlines Admiral's Club, Boston American Airlines JFK Int'l Airport, Jamaica, NY	American Airlines Admiral's Club, Jamaica, NY American Airlines expansion, Newark, NJ Delta Airlines connector expansion, Newark, NJ Newark International Airport Terminal B, Newark, NJ
96 (104)	The Rowland Associates, Inc. Indianapolis Louisville, KY	2.26	2.52	62.3	2.30	3 PP 3 PM 5 JC 5 SDR 4 JDR	NA 45 34 60 22	80 70 60 60 50	5 DES 4 JO 3 CADD 3 MBD 38 TID	34 22 28 35 —	60 50 55 — —	Marsh Supermarket headquarters, Indianapolis Briar Ridge Country Club, Munster, IN Bank One, Indianapolis Ernst & Young, Indianapolis	Hamilton Cty. Gov't/Judicial Ctr., Noblesville, IN Six Flags Amusement Park, Arlington, TX Eli Lilly & Company corporate center, Indianapolis KPMG Pear Marwick, Cleveland
97 (103)	Marvin Stein & Associates, Inc. Seattle	2.23	2.23	30.0	1.00	1 PP 3 PM 3 JC 6 SDR 1 JDR	NA 45 60 60 35	75 60 60 60 35	2 DES — JO 1 CADD — MBD 20 TID	45 — 40 — —	60 — 60 — —	CIGNA, Redmond, WA Seed & Berry, Seattle Unigard, Redmond, WA Seattle Housing Authority, Seattle	Applied Microsystems, Redmond, WA Bullivant et al, Seattle Wm. Dierickx, Bellevue, WA Everett School District, Everett, WA
98 (94)	Ward-Hale Design Associates, Inc. Washington, DC Vienna, VA	2.22	2.22	50.0	1.00	1 PP 5 PM — JC 3 SDR — JDR	NA 45 — 50 —	95 65 — 75 —	5 DES 6 JO 2 CADD 1 MBD 26 TID	38 28 30 NA —	55 45 50 — —	American Assn. of Retired Persons, Washington, DC Giant Food, Inc., Landover, MD Student Loan Marketing Assn., Washington, DC Discovery Channel, Bethesda, MD	American Psychological Assn., Washington, DC National Cooperative Bank, Washington, DC Biometric Research Institute, Arlington, VA American Automar, Washington, DC
99 (172)	Mojo Stumer Architects Roslyn Heights, NY	2.21	3.68	20.8	.55	2 PP 3 PM 4 JC 3 SDR 3 JDR	NA 40 33 28 22	150 54 44 37 29	3 DES 2 JO — CADD 1 MBD 25 TID	39 25 — 35 —	53 14 — — —	Estee Lauder, Melville, NY Equinox Fitness Club, New York Advanced Medical Imaging, Great Neck, NY Landmark Stationary, New York	Klockner Inc., Garden City, NY Residence, Palm Beach, FL Koepel Nissan, Queens, NY Residence, Kings Point, NY
100 (101)	Folgers Architects & Facility Design Chicago Miami, FL	2.20	2.34	154.0	3.85	5 PP 3 PM — JC 4 SDR 5 JDR	NA 39 — 30 26	110 75 — 65 40	5 DES 5 JO 2 CADD 1 MBD 35 TID	31 26 35 37 —	65 45 55 — —	General Services Administration, multiple locations Amoco Corporation, Chicago United Airlines, Wood Dale, IL Humana, Inc., Miramar, FL	General Services Administration, multiple locations First National Bank, Chicago Board of Trade Clearing Corp., Chicago Citibank, Chicago

INTERIOR DESIGN

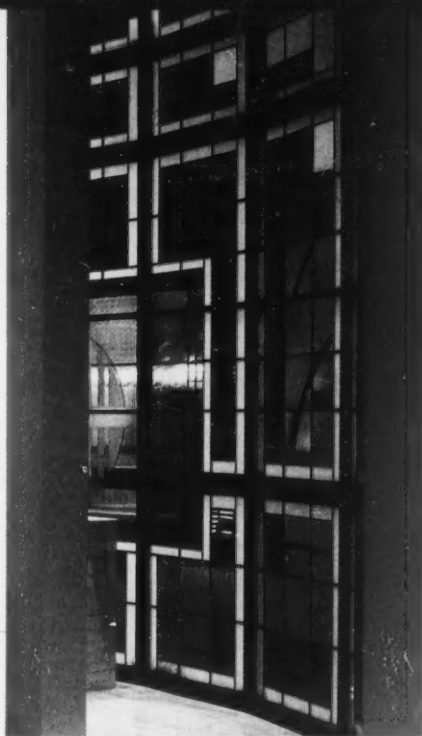
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A CAHNER'S PUBLICATION

INTERIOR DESIGN GIANTS II
MILAN FAIR REPORT • CHURCH DESIGN • KITCHENS AND BATHS



Stained glass and serenity

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Designed for fragrance

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Comfort amid collections

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INTERIOR DESIGN

VOLUME 63

COVER: For a New York apartment, Mojo Stumer Architects define the dining area with a gridded curved wall (see page 116). Photography: Phillip H. Ennis

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- 106 KAJIMA INTERNATIONAL:** The design construction firm's new corporate headquarters showcase staff capabilities for client work.
- 112 DAVID WALKER:** The design firm finds office space in a New York loft.
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- 122 MANHATTAN PROJECT:** John and Sarina Mascheroni design their apartment with the collaboration of Stanley Hura.

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- 130 CATHOLIC CHAPEL:** A religious retreat at bishopric headquarters in Washington, DC, by Leo A. Daly

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Interior Design (ISSN 0020-5508, RPUSA 123397457) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158-1630. Second class postage paid at New York, NY and additional mailing offices. ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO: Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511. Ext. 392 (all others). Subscription rates U.S. \$34.95 for one year, \$62.95 two years, \$89.95 three years, including the Buyers Guide and Market issues in the U.S. and Canada. Canadian Subscription Rates \$58.95 for one year, \$105.95 two years, \$149.95 three years, includes 7% GST. Foreign Subscription Rates: \$94.95 for one year, \$169.95 two years, \$242.95 for three years, includes air delivery. Single copies \$10.00. Annual Buyers Guide \$15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011. TELEPHONE 212-645-0067 Cable: Anddec New York. U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958.

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COMING NEXT MONTH

In August, our annual state-of-the-art issue focuses on the subject of universal design, the practice of making interiors accessible and useful to everyone. Some see such practice as a nuisance; some see it as a moral obligation; all, since the passage of the Americans with Disabilities Act, are seeing it as a pressing necessity.

Varying points of view of the what, why and how of universal design are presented by design writer Ralph Caplan, architect Christine Benglia Bevington, Cooper-Hewitt Museum director Dianne Pilgrim, and attorney Michael Kaye. Student projects show how design schools' curricula are addressing the issue. Installations, both commercial and residential, show universal design principles in actual practice, and we survey the new products being marketed with universal design in mind.

THEN IN SEPTEMBER

This magazine unveils its own dramatic redesign.



Kitchen for all occasions

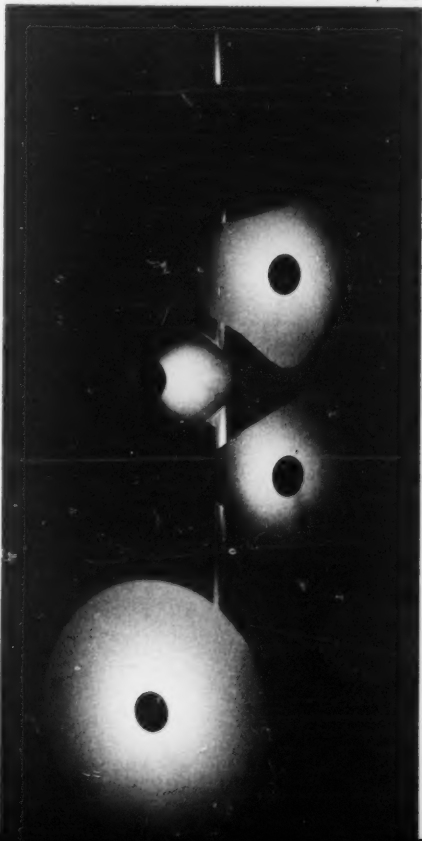
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Contemporary and traditional meld

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SECOND

100

INTERIOR DESIGN

giants[®]

BY ANDREW LOEBELSON

The state of the economy continues to depress us all. While headlines during the beginning of the recession announced falling profits, declining wages and overall pessimism, the (supposed) end is seeing headlines of improving profits, low interest rates, all-time stock market highs...and record plant closings of quite a different nature. The loss of jobs in industry is incredible. Perhaps as many as half a million jobs were lost last year. These jobs were lost for good as corporations like IBM restructured, Kodak downsized, General Motors closed 21 *entire* plants and Caterpillar gutted the UAW (United Auto Workers). In the past, any changes or restructuring in industry, good or bad, had the seeds of business for interior designers. When things were going well, firms increased in size, reorganized and redesigned; when things went bad, firms downsized, reorganized and redesigned. The recent structural changes that have taken place since the recession, though, have gone so deep that American industry is minimizing all of its costs and avoiding any redesign that is not absolutely necessary. The furniture industry may have had its first downturn since it began keeping records.

These changes are most apparent in the number of employees reported by this year's Second Hundred Giants firms. Total interior design staff is down about 14 percent, from 2,388 last year to 2,028 this year. This is a significantly greater loss than that reported in interior design fees (\$150.3 million last year to \$142.3 million this year — a decline of five percent). Even taking into account the mild rate of inflation, the decline in fees is only about eight

percent. It would appear that design firms are also restructuring their own industry, increasing productivity with the sophistication that CADD offers and shrinking employment so that fees per interior design professional rose from just over \$72,000 last year to nearly \$79,000 this year. The figures show that total volume of work rose 50 percent, but that is somewhat misleading because many more architecture firms participated in the Second Hundred this year—twenty compared to eleven last year—and architects tend to report higher volumes as part of their interiors work. It does show, as always, that, in times of recession, architects turn to interior design to continue to keep their firms busy when new building commissions are scarce.

The actual area of interiors created by the firms on this listing rose from 95 million to 103.5 million rentable square feet so that, once again, average fees per square foot dropped from \$2.95 to \$2.71. Fees as a percentage of volume also dropped per foot, from an average of 7.7 to 6.5 percent, even while the average installation cost rose from \$36.57 to \$46.79 per sq. ft. But this last statistic has also been affected by the doubling of architecture firms on the list this year because their innately higher interior volumes (legitimately) include some interior architecture as interior design. Architects will assign such items as non-structural walls, HVAC distribution components, ceiling systems, etc. to tenant improvement interior work. Many interior design firms do not address or do not get involved with these issues.

Also affecting these statistics is the changing mix of work. Office work contin-

Continued

ues a three-year slide, from 80 percent reported on the 1990 listing to 75 percent for the 1991 list to 71 percent this year. The highest percentage of work done by this year's Second Hundred firms was medical work, up 40 percent since last year.

The size of the average office assignment increased somewhat since last year, from 41,000 to 47,000 rentable sq. ft. Clients are spending money only for the large organizational changes that *must* be made, whereas, in the past, those who had changes, large or small, readily employed designers to make them. These days, if clients can avoid reconfiguring physical space for these smaller changes, they opt to do so and save money.

The average retail job rose from 7,000 to 10,000 rsf; medical work rose from 41,000 to 78,000 rsf; and research work rose from 37,000 to 52,000 rsf. But keep in mind that the non-mainstream work of medical, educational and research jobs have a relatively lower statistical base and, for this reason, are more prone to variation from year to year. Restaurant work stayed the same this year, at 11,000 rsf while, on average, hotel work fell from 143,000 to 130,000 rsf and educational facilities shrank from 70,000 to 52,000 rsf.

The actual areas for jobs installed by the Second Hundred firms are as follows:

Project Type	Top 100 Size	2nd 100 Size
Offices	58,000 rsf	47,000 rsf
Hotels	187,000 rsf	130,000 rsf
Retail	47,000 rsf	10,000 rsf
Restaurant	10,000 rsf	11,000 rsf
Medical	100,000 rsf	78,000 rsf
Educational	79,000 rsf	52,000 rsf
Research	179,000 rsf	52,000 rsf

The average fee per rentable sq. ft. for offices dropped just one percent, from \$2.91 to \$2.86 but, correcting for inflation, which was about three percent, makes that a four percent drop this year. Hotel work rose strongly this year, from \$3.31 to \$4.61, but the variations and resulting large standard deviation imply that many jobs were done for less than last year. Retail work continued to rise from \$5.34 to \$5.73, restaurant work declined slightly, from \$5.53 to \$5.46, medical work increased from \$2.76 to \$3.51 and research rose from \$3.68 to \$5.58, but with a great deal of variation. Because of the need to acquire new clients, the average cost of "nickle plans" (those plans done for real-

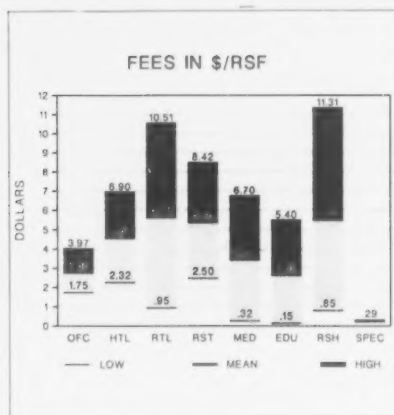


CHART ONE

tors to show how potential space suits the need of prospective tenants) declined just slightly, from \$.30 to \$.29 (CHART ONE).

Fees as a percentage of costs did not follow the same pattern as did the fees in dollars per sq. ft. All fees declined this year, a rather unusual uniformity of pattern (CHART TWO). But keep in mind that we are asking what design firms feel is a "fair fee" for the work, and this year they are bidding harder than ever for work.

Let us look at how the fees are actually billed. No matter whether fees are determined on a percentage of actual cost or a specific sum per sq. ft., almost all firms bill the fee due monthly based on hours per person. And the fees are based on the salaries of the people, their fringes and the firm's "multiple." The fringe benefits reported by this year's firms have dropped slightly since last year, from 23.2 to 22.6 percent, but this is the first drop noticed in quite a few years. The "multiple" also dropped, though insignificantly, from 2.76 to 2.72.

Billing rates rose an average of two to three percent for every position with the exception of principals, who stayed the same at \$117 per hour, and project designers, who dropped from \$66 to \$64. Billing rates for project managers rose from \$84

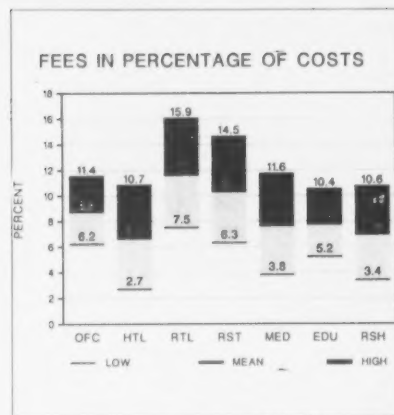


CHART TWO

to \$85, for job captains from \$70 to \$72, for senior drafters from \$58 to \$59, for junior drafters from \$43 to \$45, for senior designers from \$61 to \$64, for junior designers from \$43 to \$46 and for CADD operators from \$55 to \$59 per hour (CHART THREE). These increases were just at or below the rate of inflation.

With work so scarce, the average percentage of billable hours dropped from 79 to 76 percent and the average percentage of reimbursables dropped from 7.9 to 7.5 percent.

The salaries reported by this year's Second Hundred Giants firms were similar to those reported by last year's firms. All the senior staff members stayed within a thousand dollars, plus or minus, of last year. Only CADD operators' salaries rose more than the rate of inflation, from \$29,000 to \$31,000. Perhaps this is due to their relative scarcity as an increasing percentage of design work is put onto CADD drawings and into databases (CHART FOUR).

As mentioned before, total employment in the Second Hundred Giants firms has slipped from 2,388 last year to 2,028 this year. This enormous drop of 14 percent comes after a 10 percent drop reported by last year's firms. Only the number of

CHART THREE

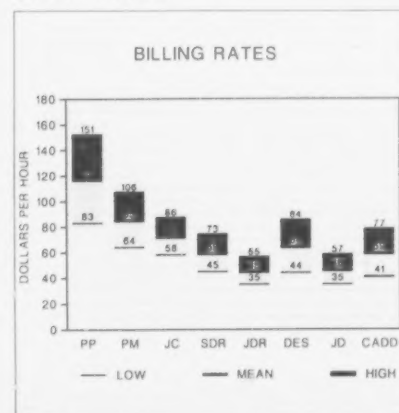
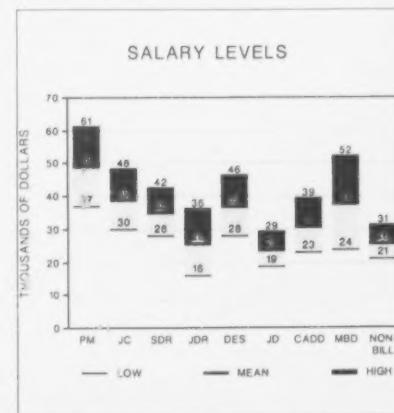


CHART FOUR



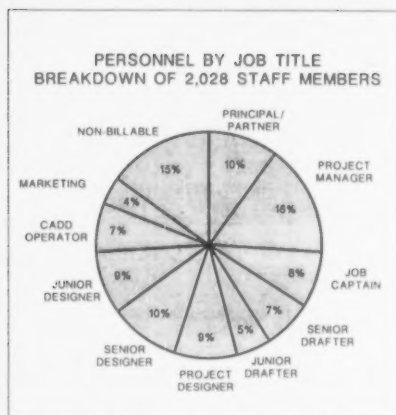


CHART FIVE

marketing people and senior designers rose, even though insignificantly, from 80 to 83 and from 215 to 216, respectively. The number of partners and principals stayed exactly the same, at 215. (Who's going to fire themselves?) The biggest drop in staff was among the non-billable category, from 415 to 300, as firms desperately tried to become as productive -and billable- as possible (CHART FIVE).

It should be noted that the rest of the design industry has proportionately reduced in size. The total number of employees for the entire parent firms (architecture, engineering, etc. included rather than just the interior design components) reported on our survey shrunk from 24,737 to 20,711 this year.

Actual costs for offices stayed close to last year, dropping pennies per sq. ft. in the furnishings category and a dollar in the new construction area, but dropping four dollars in construction of renovated offices. The big push this year for clients was to minimize costs and survive. Hotels cut costs dramatically, dropping their furnishings costs some twenty dollars and their construction costs thirty dollars or more. Retail establishments cut their costs a little in new furnishings and substantially (40

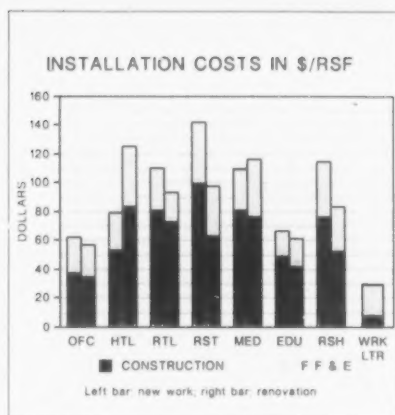


CHART SIX

percent) in renovated furnishings, but spent eight percent more in new construction and 23 percent more in renovated construction. The work letter rose proportionately with the rate of inflation, up to \$29.79 this year. Building owners still seem to be actively pursuing any potential clients. This is especially true as Class A buildings drop their rates and steal Class B building tenants at very low rates. Class A buildings do not have to spend as much to lure clients, as they have less asbestos to deal with. With less asbestos removal (running from \$35 to \$50 per sq. ft.) the savings is substantial (CHART SIX).

The percentage of new work continues to increase, from 59 percent last year to 61 percent this year. Computer usage declined slightly, from 86 to 84 percent, but open work stations stayed the same at 84 percent. The use of furniture systems rose slightly, from 45 to 47 percent.

Once again, nine types of consultants were used in more than ten percent of all jobs. In fact, all nine consultants were used significantly more this year than last. Perhaps this is a result of the larger percentage of architects on the list this year, with their proclivity to involve teams of players on projects (CHART SEVEN).

CHART SEVEN

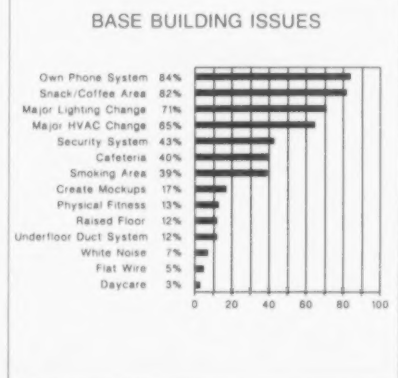


CHART EIGHT

Perhaps, also as a result of this, the Errors and Omissions usage is up from 88 to 90 percent among this year's firms. The size of the policy increased enormously, to \$7 million with a \$290,000 deductible.

In terms of the building issues we normally track, most of the more sophisticated ones were down, perhaps showing how clients are earnestly trying to save money anywhere they can. The biggest positive change was cafeterias being installed 40 percent of the time, up from 37 percent last year. Flat wire and white noise systems appear to be nearly defunct and, surprisingly, the number of separate smoking areas dropped a bit too (CHART EIGHT).

There is no denying that times are tough in the design industry. The number of jobs determined by pure bidding rose from 42 percent last year to 47 percent this year. The number of professional client contacts continued to rise this year, from 49 to 65 percent. Because of the current economic situation and increased professionalism of client contacts, designers are finding their clients tougher to deal with each and every year. Clients are demanding more and more services from their interior designers while expecting to pay less and less.

It is worth remembering, though, that this difficult environment has been just as tough on the clients as it has been on the designers. With luck, skill, knowledge and fortitude, all of us will face next year better prepared to deal with these problems that will remain a part of the American business environment for the foreseeable future.

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm. Information compiled by Deana L. Luzzi. Reprints of this article are available for \$2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

The interior design fees on the following pages represent interior design work only, excluding hospitality interiors, architecture, engineering and purchasing. See October for the annual Hotel & Restaurant listing.

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

KEYS:

O — OFFICE PLANNING FIRMS

R — STORE PLANNING FIRMS

G — GENERALISTS

M — MEDICAL SPECIALISTS

RANK 1992 (RANK 1991) FIRM SPECIALTY	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES \$ MILIONS	TOTAL FIRM FEES \$ MILIONS	DOLLAR VOLUME \$ MILIONS	TOTAL SQ. FT. \$ MILIONS	STAFF DATA												1991 INSTALLATIONS	1992 INSTALLATIONS
						NUMBER OF EMPLOYEES		AVERAGE SALARY \$1,000		NUMBER OF EMPLOYEES		AVERAGE SALARY \$1,000							
						OFFICE	STORE	OFFICE	STORE	OFFICE	STORE	OFFICE	STORE						
101 (96) O	John Wolcott Associates Culver City, CA	2.20	2.20	38.0	1.00	2 PP 3 PM 2 JC 2 SDR 2 JDR	NA NA NA NA NA	130 100 70 70 55	—	4 DES 2 JO 1 CAD 1 MBO 26 TID	45 30 40 — —	78 55 63 — —	—	Refix, Santa Monica, CA Dowdell Information Publishing, Orange, CA CNA Insurance, Brea, CA Teradata ShareBase, San Jose, CA	Joni Douglas, multiple locations, CA Teradata, multiple locations, national Jefferson and Company, Los Angeles Koil Development, Los Angeles				
102 (—) O	Whisler-Patri San Francisco Los Angeles	2.20	5.50	20.0	11	1 PP 4 PM 4 JC 1 SDR 1 JDR	NA NA NA NA NA	135 85 70 60 52	—	7 DES 2 JO 2 CAD 3 MBO 42 TID	43 30 NA 48 —	79 55 95 50 —	—	East Bay Municipal Utility District, Oakland, CA Oxford Public Library, Oxford, CA Del Monte Foods, San Francisco Landers, Ripley & Diamond, San Francisco	Broad, Schulz, Larson & Wineberg, San Francisco Townsend & Townsend, San Francisco				
103 (130) O	Shea Architects, Inc. Minneapolis	2.20	2.57	21.5	80	1 PP 2 PM 7 JC 3 SDR 6 JDR	NA NA NA NA NA	85 65 50 39 72	—	4 DES 3 JO 5 CAD 1 MBO 32 TID	30 22 21 31 —	45 35 33 49 —	—	Minnesota Hennepin County Bar Assn., Minneapolis Baker Center, Minneapolis Carlson Marketing Group, Plymouth, MN Forshaw Tower, Minneapolis	Northwest Operations Center, Minneapolis Mall of America, Bloomington, MN Regis Corporation, Minneapolis Southwest State University, Marshall, MN				
104 (107) O	Morris * Architects Inc. Houston Washington, DC Orlando, FL Long Beach, CA	2.17	6.00	54.2	2.50	1 PP 3 PM 4 JC 3 SDR 2 JDR	NA NA NA NA NA	120 80 65 60 40	—	3 DES 2 JO 2 CAD 1 MBO 21 TID	38 30 26 35 —	63 50 40 — —	—	Deloitte & Touche, Houston Vinson & Elkins, Houston Houston Livestock Show Rodeo, Houston Pasadena Library, Pasadena, TX	Bank One, Houston Rufay House International, Houston Moody Gardens, Phase III, Galveston, TX Harris County Adult Probation, Houston				
105 (116) O	The Kasper Group, Inc. Indianapolis Cincinnati, Cleveland	2.16	2.28	15.0	75	2 PP 3 PM 9 JC 2 SDR 2 JDR	NA NA NA NA NA	125 85 65 55 55	—	9 DES 5 JO 6 CAD 2 MBO 53 TID	25 18 25 NA —	55 45 55 — —	—	The Pyramids, Indianapolis Chemex, Cincinnati The Associated Group, Indianapolis McDonald Hopkins Burke & Haber, Cleveland	Delco Electronics Corporation, Kokomo, IN Aetna Insurance Company, Cleveland Bucke Marketing, Cincinnati Chemical Finance, Cleveland				
106 (129) G	Ford & Earl Associates, Inc. Warren, MI	2.16	3.08	116.6	1.56	4 PP 3 PM 1 JC 2 SDR 2 JDR	NA NA NA NA NA	100 80 70 60 60	—	3 DES 1 JO 2 CAD 1 MBO 20 TID	25 28 38 37 —	70 50 70 40 —	—	Volkswagen America headquarters, Auburn Hills, MI Ford Credit, Dearborn, MI Oakwood Hospital, Dearborn, MI Amoco executive floor, Chicago	Oakwood Hospital, Dearborn, MI Henry Ford Hospital, Detroit GTE, Troy, MI				
107 (70) O	Daroff Design Inc. & DDI Architects PC Philadelphia	2.15	3.20	155.0	2.00	5 PP 3 PM 3 JC 1 SDR 2 JDR	NA NA NA NA NA	195 100 90 80 80	—	4 DES 2 JO 2 CAD 1 MBO 33 TID	50 30 30 30 —	75 35 35 — —	—	1818 Market Street, Philadelphia Wanamaker renovation, Philadelphia Children's Sea Shore House Hospital, Philadelphia Philadelphia International Airport, Philadelphia	Philadelphia International Airport, Philadelphia Philadelphia Justice Center, Philadelphia VA GSA headquarters, Philadelphia Comcast headquarters, Philadelphia				
108 (133) O	Cornoyer-Hedrick Architects & Planners, Inc. Phoenix	2.14	7.20	18.0	1.20	1 PP 2 PM 1 JC 2 SDR 1 JDR	NA NA NA NA NA	125 65 60 45 25	—	5 DES 4 JO 2 CAD 1 MBO 26 TID	20 20 NA NA —	53 40 35 — —	—	Arizona Public Service, Palo Verde, AZ Arizona State University West, Phoenix Cytar, Scottsdale, AZ CSC Burt, Phoenix	Chase Credit Card Facility, Tempe, AZ Museum of Science & Technology, Phoenix Mohr, Hackett, Randolph, Pederson, et al, Phoenix Price Waterhouse, Phoenix				
109 (88) O	Ted Moudis Associates New York	2.14	2.25	23.5	95	1 PP 3 PM 1 JC 3 SDR 2 JDR	NA NA NA NA NA	150 105 90 75 50	—	3 DES 1 JO 1 CAD 1 MBO 23 TID	38 28 30 30 —	80 65 65 — —	—	Brooks, Inc., Newark, NJ & Brooklyn, NY Devon Properties, New York National Football League, New York IBJ Schroder Bank, New York	Tiffany & Company, New York Bank of America, New York Smith Barney, New York FCB Leber Katz, New York				
110 (90) G	Osgood & Associates, Inc. Atlanta Houston, Washington, DC	2.12	2.21	188.7	3.64	8 PP 3 PM 1 JC 2 SDR 2 JDR	NA NA NA NA NA	117 96 90 — —	—	10 DES 1 JO 1 CAD 2 MBO 35 TID	38 22 39 40 —	68 39 — — —	—	Hewlett-Packard Company, Atlanta St. Francis Women's Hospital, Greenville, SC Ethel K. Schauer Federal Building, Nashville, TN Clifford Davis Federal Building, Memphis, TN	ABB Impegi Corporation, Atlanta Wachovia Bank of Georgia, Atlanta Fulton County Judicial Center, Atlanta Jones, Day, Reavis & Pogue, Atlanta				
111 (105) O	Settles Associates Inc. Arlington, VA	2.12	2.12	36.0	39	1 PP 5 PM 2 JC 3 SDR 4 JDR	NA NA NA NA NA	125 95 65 50 40	—	7 DES 6 JO 6 CAD 2 MBO 42 TID	28 22 20 36 —	58 40 50 — —	—	Detention Bankshares Corp., HQ, Roanoke, VA US Interior Dept., Bureau of Mines, Washington, DC US Defense Dept., Naval Facilities, Philadelphia US Army Corps of Engineers, Philadelphia	US Department of State, Washington, DC US Agriculture Dept., Inspection, Hyattsville, MD US Army Corps of Engineers, Baltimore C&S Sovran, Bethesda, MD				
112 (—) O	LPA, Inc. Irvine, CA San Diego, Sacramento & Los Angeles, CA Taipei, Taiwan	2.11	14.80	65.0	2.25	1 PP 1 PM 1 JC 1 SDR 1 JDR	NA NA NA NA NA	105 — — 85 —	—	2 DES 2 JO 2 CAD 1 MBO 9 TID	45 25 30 NA —	85 75 75 — —	—	Voris corporate headquarters, Arcadia, CA North Island Federal Credit Union, San Diego	Bumble Bee Seafoods, San Diego MCI, Los Angeles				
113 (66) O	CHS Planning & Design New York	2.10	2.10	NA	1.00	2 PP 4 PM 1 JC 3 SDR 2 JDR	NA NA NA NA NA	125 100 100 85 65	—	1 DES 1 JO 1 CAD 1 MBO 20 TID	50 30 30 — —	85 65 — — —	—	Teachers Insurance & Annuity Association, New York CIGNA Insurance, New York American International Group, New York Olympia & York, New York	Teachers Insurance & Annuity Association, New York Merrill Lynch, New York APM Incorporated, New York Olympia & York, New York				
114 (151) O	Robert Fymat & Associates, Inc. New York Paris, London	2.10	2.10	42.0	1.40	2 PP 2 PM 4 JC 2 SDR 2 JDR	NA NA NA NA NA	125 90 70 48 50	—	5 DES 1 JO 1 CAD 1 MBO 21 TID	40 22 66 — —	63 55 — — —	—	American Express, Rueil Malmanson, Paris American Express Bank, Paris National Westminster Bank, London Taurus Bank Credit Agricole, New York	American Express, Rueil Malmanson, Paris Indosuez Bank, Paris American Express Travel, multiple locations				
115 (69) O	The Stubbins Associates, Inc. Cambridge, MA	2.08	10.39	24.3	40	2 PP 2 PM 1 JC 1 SDR 1 JDR	NA NA NA NA NA	100 100 100 85 NA	—	4 DES 2 JO 1 CAD 1 MBO 12 TID	42 28 — NA —	76 — — — —	—	Prudential Insurance Co. of America, Roseland, NJ Suffolk County House of Corrections, Boston One Boston Place, Boston Kimball pharmacy, New York	General Cinema Corporation, Chestnut Hill, MA American Labor Study Group, Cambridge, MA Associates for Int'l Research, Inc., Cambridge, MA				
116 (91) G	Mitchell Associates, Inc. Wilmington, DE	2.05	2.92	NA	NA	3 PP 6 PM 1 JC 3 SDR 1 JDR	NA NA NA NA NA	100 90 — — —	—	14 DES 2 JO 2 CAD 1 MBO 36 TID	33 23 28 NA —	60 45 NA — —	—	Meridian Data Center, Philadelphia Kraft General Foods, Cherry Hill, NJ Rollins, Wilmington, DE ICI Americas, Wilmington, DE	Kent General Hospital, Dover, DE Marion Bank Center, Wilmington, DE First USA Bank, Wilmington, DE				
117 (109) G	Dean Tucker Shaw, Inc. Boston, MA	2.04	2.60	20.0	20	4 PP 11 PM 2 JC 1 SDR 1 JDR	NA NA NA NA NA	125 85 60 — —	—	3 DES 2 JO 2 CAD 2 MBO 29 TID	30 30 NA NA —	55 35 50 80 —	—	Gaston & Snow, Boston Altra Pharmaceutical Products, Westborough, MA Palmer & Dodge, Boston Scudder, Stevens & Clark, Boston	Massachusetts Property Underwriters, Boston Combined Jewish Philanthropies, Boston Palmer & Dodge, Boston Scudder, Stevens & Clark, Boston				
118 (155) O	H. Hendy Associates Irvine, CA	2.03	2.03	58.0	1.60	3 PP 5 PM 1 JC 1 SDR 1 JDR	NA NA NA NA NA	125 75 — — —	—	10 DES 1 JO 2 CAD 1 MBO 28 TID	30 18 30 — —	55 45 60 — —	—	Hewitt Associates, Newport Beach, CA F.D.I.C., Irvine, CA Western State University, Irvine, CA CIGNA, Anaheim, CA	Micro Technology, Anaheim, CA Mission Energy, Irvine, CA Nossaman, Gunther, Knox & Elliott, Costa Mesa, CA Toshiba America Medical Systems, Inc., Tustin, CA				
119 (122) O	Heery Interiors Heery International Atlanta San Francisco, Washington, DC, London	2.01	2.46	338.6	3.20	2 PP 6 PM 1 JC 2 SDR 2 JDR	NA NA NA NA NA	125 86 70 55 —	—	15 DES 4 JO 2 CAD 2 MBO 36 TID	37 21 25 30 —	57 33 39 — —	—	Holiday Inn Worldwide office headquarters, Atlanta Glaxo Training Center, Raleigh, Durham, NC Bosch-Neppendemo, Anderson, SC Atlanta History Center, Atlanta	St. Anthony Medical Center, Louisville, KY Baptist Med. Ctr. Children's Svcs., Jacksonville, FL IBM Education, Atlanta Ford Motor credit operations center, Columbia, MD				
120 (—) M	Hoskins Scott Taylor & Partners Inc. Boston Minneapolis	2.00	3.50	39.0	45	1 PP 4 PM 1 JC 1 SDR 1 JDR	NA NA NA NA NA	175 120 — — —	—	3 DES 5 JO 1 CAD 1 MBO 16 TID	30 35 NA — —	85 75 NA — —	—	Massachusetts General Hospital, Boston Spaulding Rehabilitation Hospital, Boston Hale & Dorr, Manchester, MA Lake Calhoun Executive Center, Minneapolis	Cape Cod Hospital, Hyannis, MA Massachusetts General Hospital, Boston Middlesex Hospital, Middletown, CT Nashua Regional Cancer Center, Nashua, NH				

NA indicates information not available — indicates information not applicable to category and/or firm

* Rankings determined by fees before rounding

All figures have been rounded off for the purpose of this ranking.

RANK 1992 (RANK 1991) FIRM SPECIALTY	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEE IN MILLIONS	TOTAL FIRM REVENUE IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1991 INSTALLATIONS	1992 INSTALLATIONS
						NUMBER OF EMPLOYEES CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE HOURS PER YEAR	NUMBER OF EMPLOYEES CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE HOURS PER YEAR		
121 (134) O	Farrington Design Group (formerly Cooper Carry Studio) Atlanta Washington, DC	1.98	2.13	15.0	80	1 PP 7 PM — JC — SDR — JDR	NA 48 — — —	150 88 — — —	7 DES 4 JO 1 CADD 1 MBD 26 TID	37 24 NA 60 —	58 45 — — —	Worldspan LP, Atlanta Barnett Bank, Inc., Jacksonville, FL CH2M Hill, Atlanta Amdahl Corporation, multiple international locations	Barnett Bank, Inc., Jacksonville, FL Amdahl Corporation, multiple international locations Kipatnik & Cody, Atlanta Sun Microsystems, Vienna, VA
122 (126) G	The Eggers Group P.C. New York	1.96	3.92	42.0	68	2 PP 1 PM 1 JC 2 SDR 1 JDR	NA 54 47 40 78	175 100 85 70 50	2 DES 1 JO 3 CADD 1 MBD 20 TID	51 28 30 40 —	93 39 55 — —	Crum & Forster, Morristown, NJ Huntington Hospital, Huntington, NY Thayer, Mahan, BOQ, Infirmary, West Point, NY The Salvation Army, Nyack, NY	Federal Bureau of Investigation, New York Metropolitan Life, Clarke Summit, PA Employers Reinsurance, New York Yale University, New Haven, CT
123 (186) G	Brennan Beer Gorman Monk Interiors New York Washington, DC	1.94	3.56	125.4	77	2 PP 2 PM 2 JC 2 SDR 2 JDR	NA 56 40 38 30	150 150 75 53 43	4 DES 2 JO 2 CADD 1 MBD 21 TID	47 27 30 80 —	68 39 43 — —	O'Brien-Kretzberg offices, New York World Wrestling Federation offices, Stamford, CT American Kennel Club offices, New York Tenra offices, Washington, DC	Bullock's department store, Burbank, CA The Travelers Companies field office, New York Robins, Kaplan, Miller & Ciresi, Washington, DC AON Corporation offices, Washington, DC
124 (—) G	HTB, Inc. Oklahoma City, OK Washington, DC; Arlington, VA Tulsa, OK; San Jose, CA	1.86	16.11	1.6	1.20	2 PP 4 PM 2 JC 3 SDR 1 JDR	NA 40 27 26 40	100 75 60 40 —	— DES 2 JO 1 CADD 1 MBD 13 TID	— — 25 25 —	— — — — —	Laureate Psychiatric Clinic & Hospital, Tulsa, OK University Center, Tulsa, OK Earth Observation, NASA/GSFC, Greenbelt, MD Federal Building #6, Washington, DC	Federal Transfer Center, Oklahoma City, OK Mercy Health Center, Oklahoma City, OK Marine Corps Combat Dev 1 Ctr., Quantico, VA Federal Reserve Bank, Oklahoma City, OK
125 (75) O	KZF Incorporated Cincinnati	1.83	5.79	30.0	60	1 PP 3 PM — JC — SDR — JDR	NA 37 — — —	70 55 — — —	8 DES — JO 1 CADD 1 MBD 10 TID	29 — 27 45 65	43 — — — —	Cincinnati Bell Technical Center, Erlanger, KY Univ. of Cincinnati Health Prof. building, Cincinnati Ford & Jacobson law offices, Naples, FL & Cincinnati Price Waterhouse, Cincinnati	Ohio Department of Transportation, Columbus, OH Andrew Jergens Research Center, Cincinnati Community Limited Care Dialysis Center, Cincinnati Adams Landing, Cincinnati
126 (165) O	Morimoto Associates Los Angeles	1.80	1.80	78.0	98	1 PP 4 PM 3 JC 4 SDR — JDR	NA 65 42 34 —	130 105 85 95 —	3 DES — JO 4 CADD — MBD 19 TID	38 — 35 — —	95 — 95 — —	State Bar Courts, Los Angeles PachCare Health Systems, Cypress, CA Mercedes Benz of North America, Hollywood, CA Toyota Motor Sales USA, Torrance, CA	U.S. Borax & Chemical Co., Valencia, CA Gateway Communications, Irvine, CA Yoshinoya West Inc., Torrance, CA The State Bar of California, San Francisco
127 (141) O	Mekus Johnson Inc. Chicago	1.74	1.93	34.3	67	3 PP 5 PM 4 JC — SDR — JDR	NA 53 42 — —	125 80 60 — —	7 DES 6 JO — CADD 2 MBD 31 TID	32 21 — 33 —	45 30 — — —	Morton International, Chicago Paine Webber Incorporated, Chicago Trishman Midwest Management Corporation, Chicago American Bar Association, Chicago	Baker & McKenzie, Chicago Budget Rent-A-Car Corporation, Lisle, IL GATX Corporation, Chicago Price Waterhouse, Chicago
128 (—) O	Gregory J. Seleman, PC Albany, NY	1.71	2.14	34.9	49	1 PP 6 PM 3 JC 3 SDR 2 JDR	NA 72 30 25 20	135 90 60 50 40	1 DES — JO 4 CADD 1 MBD 23 TID	28 — 31 — —	60 — 80 — —	Empire Blue Cross Blue Shield HQ, New York Conrail regional headquarters, Harrisburg, PA Law offices of Carter Conboy, Albany, NY Luchte VSI Inc., Troy, NY	Conrail Customer Service facility, Pittsburgh, PA ERCBS Training Facility, Middletown, NY Picotte Company headquarters, Albany, NY NYNEK AT&T Dedicated Center, Middletown, NY
129 (—) O	Helabird & Root Chicago Rochester, MN	1.71	9.49	8.5	90	5 PP 7 PM 14 JC 12 SDR 11 JDR	NA 28 21 16 14	125 106 80 61 51	10 DES 2 JO 2 CADD 1 MBD 78 TID	24 12 17 13 49	89 47 65 49 —	Lumbermans Mutual Casualty Co., Long Grove, IL US West Communications office tower, Omaha, NE IL Bell Telephone headquarters building, Chicago Elmhurst Athletic Pavilion, Elmhurst, IL	State of Illinois Center, Chicago US West Communications data center, Omaha, NE Northern Illinois Gas corporate HQ, Naperville, IL Chicago Transit Authority Revenue Center, Chicago
130 (718) O	Saxelby, Powell, Roberts & Ponder, Inc. Jacksonville, FL	1.70	4.85	52.6	1.32	1 PP 2 PM 2 JC 2 SDR — JDR	NA NA NA NA NA	80 90 65 65 —	2 DES 2 JO 2 CADD 1 MBD 14 TID	NA NA NA NA 50	60 55 45 50 —	Reichold Chemicals HQ, Research Triangle Park, NC Middle schools St. Johns City, St. Augustine, FL Florida Dept. of Insurance, Tallahassee, FL Allied-Signal, Jacksonville, FL	DGS Leon No. One office building, Tallahassee, FL Barnett Banks, Florida and Georgia Gran Park II office building, Jacksonville, FL FLETC, Brunswick, GA
131 (160) O	ISS-Interior Space Specialists, Inc. Livingston, NJ	1.68	2.10	23.0	68	1 PP 5 PM 2 JC 2 SDR 2 JDR	NA 40 35 30 —	125 85 65 50 —	3 DES 1 JO 3 CADD 2 MBD 23 TID	40 25 33 75 —	65 50 50 — —	Globe Mortgage Co., Hackensack, NJ Hospitality Franchise Systems offices, Parsippany, NJ Riker Danzig, Forham Park, NJ Hilton Court office building, Parsippany, NJ	McInroy, Deutsch & Mulvaney, Jersey Hollow, NJ Rothstein Kass, Livingston, NJ Digital Equipment, Parsippany, NJ Shanley & Fisher, Morristown, NJ
132 (176) G	Fox & Fowie Architects, P.C. New York	1.68	3.73	95.0	85	4 PP 7 PM 6 JC — SDR 10 JDR	NA 125 40 — 27	225 125 80 — 53	6 DES 1 JO — CADD 1 MBD 43 TID	50 — — NA —	90 — — — —	Local 32B-SEIU headquarters, New York Philadelphia International Bank, New York CSC, Bridgewater, NJ 733 Third Avenue, New York	Republic National Bank, New York Paul Stuart, New York Ponce De Leon Federal Savings Bank, Bronx, NY P.S. 566, New York
133 (140) O	CPG Architects & Planners, Inc. Stamford, CT	1.64	1.64	15.0	1.17	2 PP 3 PM 8 JC — SDR — JDR	NA 57 40 — —	100 90 80 — —	2 DES 1 JO — CADD — MBD 20 TID	33 28 — — —	70 65 — — —	Mitsui & Co. (USA), Inc., New York I.M.R.S., Stamford, CT Garner Group, Inc., Stamford, CT Service America, Stamford, CT	Phibro Energy, Inc., Westport, CT Asa Brown Boveri, Stamford, CT
134 (159) O	Burroughs Ross Grierson, Inc. Washington, DC	1.62	1.89	18.4	23	4 PP 1 PM 4 JC 2 SDR 2 JDR	NA 60 60 38 32	110 75 75 55 —	3 DES 3 JO — CADD 1 MBD 23 TID	57 30 — — —	75 55 — — —	Bureau of National Affairs, Inc., Washington, DC Oyer Ellis Joseph & Mills, Washington, DC National Treasury Employees Union, Washington, DC Kirk Van Orsdel, Inc., Alexandria, VA	Bureau of National Affairs, Inc., Washington, DC Kerrie Int'l Training Mgmt. Dev't Ctr., Leesburg, VA Action Industries headquarters, Tupelo, MS Foey & Lardner law offices, Washington, DC
135 (80) O	Russell Gibson von Dohlen Farmington, CT White Plains, NY	1.56	3.88	54.0	2.72	— PP 2 PM 1 JC — SDR 1 JDR	— 50 35 — 23	90 65 65 — 45	5 DES 2 JO — CADD — MBD 11 TID	28 25 — — —	65 50 — — —	CIGNA, Bloomfield, CT Northeast Utilities, Berlin, CT ADVO Systems branch sales, multiple locations Johnson & Higgins, Hartford, CT	Connecticut National Bank, Shannock, Hartford, CT Chubb & Son, Inc., Hartford, CT Hartford Insurance Group, Simsbury, CT Bristol-Myer Squibb, Wallingford, CT
136 (144) O	The Intertec Group, Inc. New York	1.55	1.72	7.9	49	2 PP 3 PM 1 JC 1 SDR 1 JDR	NA 43 33 33 23	140 110 90 80 60	1 DES 1 JO 1 CADD 1 MBD 12 TID	33 23 NA NA —	80 60 65 — —	Pakistan International Airlines, New York Mexican Government Tourism Office, New York Randa Corporation, New York Zalkin, Bodin & Goodman, New York	Corporacion del Cobre (USA), New York Human Resource Planning Society, New York Abel Noser Corporation, New York Peltz, Walker & Dubinsky, New York
137 (125) G	Jova Daniels Busby, Incorporated Atlanta	1.53	2.55	138.3	3.20	3 PP 2 PM 2 JC — SDR — JDR	NA NA 55 — —	100 85 55 — —	3 DES 2 JO 2 CADD 2 MBD 16 TID	NA NA NA NA —	50 35 45 — —	VA Replacement Hospital, Augusta, GA Atlanta City Hall complex, Atlanta BellSouth Enterprises corp. headquarters, Atlanta Northwest GA Trade & Convention Ctr., Dalton, GA	Medical College of Georgia, Augusta, GA A.G. Rhodes-Cobb, Marietta, GA Candler Building tenant development, Atlanta Lanier Worldwide, Atlanta
138 (138) O	Ruys & Company Atlanta, GA	1.52	1.55	20.0	70	3 PP 2 PM — JC — SDR — JDR	NA NA — — —	100 75 — — —	2 DES 3 JO 2 CADD — MBD 15 TID	NA 20 NA — —	60 40 — — —	Colonial Pipeline, Atlanta Liberty Mutual Insurance Group, Atlanta Alcan Cable, Atlanta Riverwood International, Atlanta	Atlanta Gas Light Company headquarters, Atlanta Anacomp, San Diego Wachovia Cobb County, Atlanta Philip Morris, Atlanta
139 (178) O	Irvine Associates Architects, Inc. Houston	1.52	1.52	25.0	2.00	1 PP 3 PM 1 JC — SDR 5 JDR	NA 55 42 — 28	125 100 75 — 55	2 DES 4 JO — CADD 2 MBD 21 TID	37 35 — NA —	70 60 — — —	Highlands Insurance Company, Houston Dresser Industries, Houston Hewitt Associates, The Woodlands, TX Sperry-Sun Drilling Services, Houston	Apache Corporation, Houston Scurlock Oil Company, Houston GECO-PRAKLA, Houston Tenneco, Inc., Houston
140 (85) G	C&T Childs Beriman Tseckares Inc. Boston	1.52	4.00	14.0	51	1 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	150 105 80 — —	3 DES 2 JO 2 CADD 1 MBD 13 TID	NA NA NA NA —	78 55 55 — —	Wellesley dormitories, Wellesley, MA Coolidge Bank, Boston Waterstone's Booksellers, Boston Migron Thoman & Lee, Boston	Prudential Ibbets, Boston Keystone Group, Boston Data General, Boston Harbridge House, Boston

KEYS:

O — OFFICE PLANNING FIRMS

R — STORE PLANNING FIRMS

G — GENERALISTS

M — MEDICAL SPECIALISTS

RANK 1992 (RANK 1991) FIRM SPECIALTY	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR SQUARE FOOTAGE IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1991 INSTALLATIONS	1992 INSTALLATIONS
						NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES BY CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE SALARY IN \$1,000'S	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES BY CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE SALARY IN \$1,000'S		
141 (149) O	Benson, Hlavaty & Associates, Inc. Dallas	1.52	1.90	48.8	2.71	3 PP 4 PM 2 SDR — JDR	NA 35 NA —	85 65 65 —	— — — —	3 DES 2 JO 2 CADD 1 MBO 19 TID	33 NA NA NA —	60 70 60 — —	— — — — —	Nissan Motor Acceptance Corporation, Irving, TX Aviation Office of America, Dallas Greenwich Capital Financial, Inc., Irving, TX Intracorp, Dallas	Associates Corporation of North America, Irving, TX Hoechst Celanese Chemical Group, Dallas Delta Crown Room, Dallas-Ft. Worth Int'l Airport
142 (111) O	Richard Pollack & Associates (formerly MMAP, Inc.) San Francisco	1.50	1.58	47.0	1.75	1 PP 3 PM 1 JC 1 SDR 2 JDR	NA 45 40 38 25	110 85 75 65 55	— — — — —	4 DES 2 JO 1 CADD 1 MBO 16 TID	37 20 42 30 —	70 55 65 — —	— — — — —	ZD Labs, Foster City, CA Photo & Sound, San Francisco Pacific Bell Directory, Sacramento, CA Rauscher, Pierce & Refson, San Francisco	The Doctors' Company, Napa, CA PC Computing, Foster City, CA Wang Laboratories, San Francisco Homart Development Co., South San Francisco
143 (184) O	GBD Interiors Portland, OR	1.48	3.14	19.4	.28	3 PP 1 PM 2 JC 1 SDR 2 JDR	NA NA NA NA 24	95 85 75 65 50	— — — — —	2 DES 3 JO 3 CADD 1 MBO 21 TID	33 21 35 NA —	68 50 60 — —	— — — — —	Portland state office building, Portland, OR Dept. of Human Resources building, Salem, OR The Casey Eye Institute, Portland, OR Washington City Justice Service Ctr., Hillsboro, OR	Freightliner Corporation, Portland, OR Tri-County Metropolitan Transit District, Portland, OR Marketing One Incorporated, Portland, OR Marsh & McLennan, Portland, OR
144 (124) O	Rothenberg Sawasy Architects, Inc. Los Angeles	1.47	1.73	24.5	.70	2 PP 4 PM 3 JC 3 SDR 1 JDR	NA 57 40 35 25	150 125 100 75 50	— — — — —	2 DES 1 JO — CADD — MBO 20 TID	35 25 — — 35	75 50 — — —	— — — — —	Santa Fe Energy Resources, Inc., Bakersfield, CA Motherhood Maternity Shops, Inc., El Segundo, CA Societe Generale, Los Angeles The Prudential, Long Beach, CA	California Commerce Bank, San Ysidro, CA Catalus Development Corporation, Los Angeles Amtrak-Natl'l Railroad Passenger Corp., Los Angeles Jewish Community Campus, West Hills, CA
145 (139) O	Winecoff/Stathis Associates, Inc. New York	1.45	1.45	18.0	.40	2 PP 3 PM — JC 8 SDR — JDR	NA 90 — 44 —	90 66 — 60 —	— — — — —	5 DES — JO — CADD — MBO 21 TID	46 — — — —	65 — — — —	— — — — —	Clapp & Eisenberg, Newark, NJ Hannoch Weisman, Roseland, NJ Time Warner Inc., New York Lamale, New York	Moran Grochata, East Hanover, NJ Hannoch Weisman, Roseland, NJ Friedman Seigelbaum, Roseland, NJ Salant Corporation, New York
146 (166) O	Interior Space, Inc. St. Louis, MO	1.41	1.41	30.0	1.00	1 PP 1 PM — JC — SDR — JDR	NA 40 — — —	110 80 — — —	— — — — —	9 DES 4 JO — CADD 2 MBO 25 TID	27 19 — 24 —	63 45 — — —	— — — — —	Malinckrodt Medical, Inc., St. Louis Blue Cross-Blue Shield, St. Louis Citicorp Mortgage, Inc., St. Louis Edison Brothers Stores, Inc., St. Louis	Malinckrodt Chemical, Inc., St. Louis Bursor-Marseller regional offices, Washington, DC Citicorp Mortgage, Inc., St. Louis Edison Brothers Stores, Inc., St. Louis
147 (168) M	Interior Design Development Inc. Costa Mesa, CA	1.40	2.60	119.0	.60	2 PP 2 PM 2 JC — SDR — JDR	NA 43 32 — —	95 95 95 — —	— — — — —	2 DES 2 JO — CADD 2 MBO 14 TID	30 26 — 30 —	95 75 — — —	— — — — —	Rancho Los Amigos Medical Center, Los Angeles City of Hope, Los Angeles Kaiser Permanente, multiple locations, Southern CA Yorba Linda Community Center, Yorba Linda, CA	Kaiser Permanente, multiple locations, Southern CA Covington Technologies, multiple locations, CA Rancho Los Amigos Medical Center, Los Angeles Corporate Bank, Los Angeles
148 (169) O	Chatelain Hunter/Miller Alexandria, VA	1.40	2.02	39.2	2.05	4 PP 4 PM 3 JC — SDR 2 JDR	NA 51 48 39 28	105 80 75 65 58	— — — — —	4 DES 1 JO 3 CADD — MBO 25 TID	33 26 26 — —	45 35 35 — —	— — — — —	Natl'l Oceanic Atmospheric Admin., Silver Spring, MD City Administration building, Washington, DC Shoppers Food Warehouse corp. HQ, Lanham, MD Andrews & Kurth, Washington, DC	Bureau of the Census, Suitland, MD Bursor-Marseller regional offices, Washington, DC Amer. Society Hospital Pharmacists, Bethesda, MD Watergate at Landmark, Alexandria, VA
149 (132) O	Roth-Johnson Associates Edison, NJ	1.40	4.00	16.1	.60	1 PP 1 PM 1 JC 1 SDR 1 JDR	NA 58 56 37 27	175 125 100 75 45	— — — — —	3 DES 1 JO 1 CADD — MBO 11 TID	38 27 26 — —	75 55 75 — —	— — — — —	Bloomberg Financial Markets, New York Kimbali Medical Center, Lakewood, NJ State of New Jersey Motor Vehicles, Trenton, NJ Palisades General Hospital, North Bergen, NJ	Bloomberg Financial Markets, New York Gordano, Halleran & Ciesla, Middletown, NJ Rt. Wood Johnson Med. Ctr., New Brunswick, NJ
150 (150) O	JRS Architect, P.C. Mineola, NY Woodbridge, NJ	1.37	1.48	24.0	.45	1 PP 4 PM 2 JC 3 SDR 3 JDR	NA 50 50 50 25	100 75 60 50 30	— — — — —	2 DES — JO 3 CADD 1 MBO 22 TID	35 — 30 — —	55 — 50 — —	— — — — —	Chase Manhattan Bank NA, Columbus Circle, NY Savings of America, Jericho, NY Savings of America, Massapequa Park, NY Chemical Bank, New Brunswick, NJ	William Penn Insurance, Garden City, NY Kiddier Probody & Co., Hanover Square, NY Chemical Bank, Jericho, NY Chase Manhattan Bank, New York
151 (152) O	Donna Vaughan & Associates, Inc. Dallas	1.35	1.38	26.5	.83	1 PP 2 PM 1 JC — SDR — JDR	NA 80 50 45 55	80 50 45 55	— — — — —	1 DES 1 JO 1 CADD 1 MBO 17 TID	25 18 24 70 —	45 35 35 — —	— — — — —	Henry S. Miller, Dallas Acordia Atlanta, Duluth, GA Lennox, Plano, TX NTS, Ft. Worth, TX	Anthem, Inc., Dallas DART, Dallas Keller Crescent, Dallas Hitachi, Dallas
152 (110) R	J.T. Hakaoka Associates Architects Los Angeles	1.35	1.42	32.0	.18	2 PP 2 PM 2 JC — SDR 1 JDR	NA 60 60 40 28	NA 95 70 45 45	— — — — —	1 DES 1 JO — CADD 1 MBO 13 TID	60 31 NA NA —	110 55 — — —	— — — — —	Bergdorf Goodman Men, New York Natural History Museum, Los Angeles Acme, Beverly Hills, CA Easy Sprint prototype, multiple locations	Natural History Museum, Los Angeles Monterey Bay Aquarium, Monterey, CA Ansel Adams Gallery, Yosemite, CA Japanese American National Museum, Los Angeles
153 (145) O	Carlsten Associates, P.C. Atlanta	1.33	1.38	14.3	.90	1 PP 2 PM 2 JC — SDR — JDR	NA 50 50 40 —	100 65 55 — —	— — — — —	3 DES 2 JO 2 CADD — MBO 16 TID	35 23 30 30 —	45 35 40 — —	— — — — —	AT&T Concourse I & Century Center, Atlanta Dennis, Corry, Porter & Thornton law offices, Atlanta Equitable Real Estate, Atlanta Kaiser Permanente, Atlanta	College Park City Hall, College Park, GA Georgia Trade Convention Center, College Park, GA AT&T, Atlanta Jackson Associates, Atlanta
154 (180) O	Diversified Interior Design Inc. Philadelphia	1.32	1.32	28.3	.66	4 PP 5 PM — JC — SDR — JDR	NA 35 — — —	110 70 — — —	— — — — —	7 DES 3 JO — CADD 1 MBO 26 TID	25 20 30 35 —	55 45 — — —	— — — — —	Bell of Pennsylvania, Philadelphia McNeil Consumer Products, Fort Washington, PA CIGNA Property & Casualty, Philadelphia Lafburn & Doak law offices, Philadelphia	Philadelphia Electric Company, Plymouth Mtg., PA Cozen & O'Connor, Philadelphia Aniel Eustine Medical Center, Philadelphia Hahnemann Medical Faculty Association, Philadelphia
155 (182) O	The Van Summer Group, Inc. Stamford, CT	1.31	1.38	15.0	.43	3 PP 3 PM 2 JC 1 SDR 2 JDR	NA 42 35 38 23	85 65 60 60 40	— — — — —	2 DES — JO 2 CADD — MBO 17 TID	40 33 70 — —	60 70 — — —	— — — — —	MacMillan Publishing, Greenwich, CT Cadbury Beverages, Stamford, CT Ernst & Young, Hartford, CT Climax Metals, Norwalk, CT	Fujimed Systems USA, Stamford, CT Wilamette Industries, Stamford, CT American National Can, Norwalk, CT Sikorsky Aircraft, Trumbull, CT
156 (147) O	Rhycof Design Associates, Inc. Atlanta	1.31	1.31	18.7	.57	4 PP 2 PM — JC — SDR — JDR	NA 90 — — —	110 90 — — —	— — — — —	4 DES 2 JO 2 CADD 1 MBO 17 TID	NA NA NA NA —	68 57 75 — —	— — — — —	KnowledgeWare, Inc., Atlanta & San Francisco Prudential, Atlanta R.T. Jones Library, Canton, GA W. Georgia Regional Library, Carrollton, GA	KnowledgeWare, Inc., multiple locations Thomasville Public Library, Thomasville, GA IBM, Pensacola, FL Data Center Holiday Inn Worldwide, Atlanta
157 (162) O	J. Howard & Associates, Inc. San Diego	1.30	1.30	15.3	.62	1 PP 5 PM 1 JC 1 SDR — JDR	NA 43 40 36 —	160 125 90 65 —	— — — — —	4 DES 3 JO 1 CADD — MBO 20 TID	36 25 30 — —	68 45 60 — —	— — — — —	Seltzer, Caplan, Wilkins & McMahon, San Diego America's Cup Organizing Committee, San Diego Duckor & Spradling, San Diego Lorenz, Alhadeff, Lundin & Oppel, San Diego	Milberg, Weiss, Bershad, et al., San Diego Lorber, Grady, Farley & Vold, San Diego Dames & Moore, San Diego One America Plaza, San Diego
158 (171) G	Perry Dean Rogers & Partners Architects Boston	1.24	4.60	19.1	.26	1 PP 1 PM 1 JC 1 SDR — JDR	NA 60 48 43 —	200 95 75 67 —	— — — — —	1 DES 1 JO — CADD 2 MBO 8 TID	36 26 — 46 —	72 57 — — —	— — — — —	Ettenger Bldg., Muhlenberg College, Allentown, PA IBM, Worcester, MA State Street Bank, Quincy, MA U.S. Embassy, Amman, Jordan	Essex County Courthouse, Lawrence, MA Massachusetts College of Art, Boston
159 (143) G	Chapman & Biber, AIA - Architecture, Planning & Interior Design Summit, NJ	1.24	2.75	15.0	.25	2 PP 2 PM — JC — SDR — JDR	NA NA NA — —	NA NA NA — —	— — — — —	1 DES — JO 1 CADD 1 MBO 10 TID	NA NA NA NA —	NA NA NA NA —	— — — — —	Chemical Bank, multiple locations, NJ GSA Federal office building, Paterson, NJ U.S. Coast Guard Academy, New London, CT Rutgers University Murray Hills, New Brunswick, NJ	Chemical Bank, multiple locations, NJ Summit Trust, multiple locations Alphamets, Jersey City, NJ Senior Citizens' Housing, Scotch Plains, NJ
160 (180) O	VDA Associates Incorporated Chicago Orlando, FL	1.22	6.13	35.0	.70	1 PP 4 PM — JC — SDR — JDR	NA 50 — — —	110 85 — — —	— — — — —	3 DES 2 JO 1 CADD 2 MBO 13 TID	31 27 42 NA —	70 65 55 — —	— — — — —	Bank Administration Institute, Chicago LaSalle National Bank, Chicago U.S. Equities-Santa Fe Building, Chicago Dean Whittier Reynolds, Chicago	Navy Pier, Chicago Brunswick Corporation, Lake Forest, IL Kemper Lezak Organization, Northbrook, IL State of Illinois Office Building, Chicago

NA indicates information not available — indicates information not applicable to category and/or firm

* Rankings determined by fees before rounding

All figures have been rounded off for the purpose of this ranking.

NA indicates information not available — indicates information not applicable to category and/or firm * Rankings determined by fees before rounding Interior Design July 1992 43

KEYS:

O — OFFICE PLANNING FIRMS
G — GENERALISTSR — STORE PLANNING FIRMS
M — MEDICAL SPECIALISTS

RANK 1992 (RANK 1991) FIRM SPECIALTY	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA										1991 INSTALLATIONS		1992 INSTALLATIONS	
						NUMBER OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	OFFICE BENEFIT IN \$1,000'S	NUMBER OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	OFFICE BENEFIT IN \$1,000'S	NUMBER OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	OFFICE BENEFIT IN \$1,000'S		
181 (197) O	Belic & Jacobs Architects, P.C. New York	94	1.10	6.0	.25	2 2 2 1	PP PM JC SDR JDR	NA 60 42 38 32	140 85 75 65 55	1 — 1 1 15	DES — CADD MBO TID	60 — 45 42 —	85 — 60 — —	Federal Bureau of Prisons, GSA, Brooklyn, NY Hambro America, New York 801 Second Avenue Associates, New York Republic National Bank of New York, New York	United States Postal Service, Brooklyn, NY Federal Bureau of Prisons, Brooklyn, NY European Tax Network, New York 838 Fox Street Synagogue, Bronx, NY				
182 (121) O	Lendrum Associates Interior Architecture Inc. Phoenix	93	4.90	7.5	.65	2 4 — 1	PP PM JC SDR JDR	NA 35 — — NA	80 65 — — 30	4 2 — 1 14	DES — — CADD MBO TID	30 — — NA —	55 40 — 70 —	Shamrock Foods, Phoenix El Paso Times, El Paso, TX Jardine Insurance Co., Phoenix Cushman Wakefield, Phoenix	ASU CNS Building, Tempe, AZ Toyota Testing Facility, Wickenburg, AZ Motorola ATC, Chandler, AZ Toyota Proving Grounds, Phoenix				
183 (—) O	Owen & Mandolfo, Inc. New York Paris	92	92	19.0	.17	2 2 1 3	PP PM JC SDR JDR	NA 60 45 42 23	120 100 56 55 40	1 4 — — 20	DES — CADD MBO TID	50 30 — 50 —	80 40 — — —	Commerzbank, New York Davidoff of Geneva, Beverly Hills, CA Republic National Bank, New York Chase Manhattan Bank, New York	Commerzbank, Atlanta Goldman Sachs & Co., New York Mendham, New York Hornig & Co., New York				
184 (—) G	Carmen Farnum Igonda Design Los Angeles	90	91	14.0	.26	4 1 — 2	PP PM JC SDR JDR	NA — 44 36 —	85 — 75 65 —	2 1 1 1 14	DES — — CADD MBO TID	36 26 44 42 —	65 45 75 — —	La Opinion, Los Angeles Bircher, Nichols & Meeks, Los Angeles Shirley Eye Clinic, San Diego, La Jolla, CA Nike Town, Portland, OR	Nike Town, Chicago W.M. Knick Science Center, Claremont, CA First Interstate Bancorp exec. offices, Los Angeles				
185 (164) O	Grad Associates, P.A. Newark, NJ	90	5.00	17.0	1.17	1 1 2 — 1	PP PM JC SDR JDR	NA NA NA NA NA	NA NA NA NA NA	2 1 1 — 8	DES — — CADD MBO TID	NA — NA NA —	NA — NA — —	Commerzbank, New York BASF Programming, Mount Olive, NJ Martin Luther King Jr. Federal Bldg., Newark, NJ Seton Hall Law School, Newark, NJ	Dean Witter Trust Company, Jersey City, NJ Prudential, Rosecliff, NJ Stryker, Tams & Dill, Newark, NJ Robinson, St. John & Wayne, Newark, NJ				
186 (191) O	Office Designs Phoenix Tucson, AZ	84	84	20.0	1.20	1 4 — — —	PP PM JC SDR JDR	NA 38 — — —	55 50 — — —	4 2 2 2 14	DES — — CADD MBO TID	23 16 35 — —	43 35 — — —	ASU University Center building, Phoenix Resolution Trust Corp., Phoenix Malloy Jones, Tucson, AZ Lockheed, Tucson, AZ	Palo Verde Nuclear Power Plant, Wintersburg, AZ MDA, Tucson, AZ Brown & Bain, Tucson, AZ IMC Magnetics, Phoenix				
187 (—) O	Berger Rait Design Associates, Inc. New York	83	83	NA	.33	2 2 2 — —	PP PM JC SDR JDR	NA NA 38 38 75	125 — — — —	1 — 1 — 9	DES — CADD MBO TID	43 — 40 — 100	85 — — — —	Shearson Lehman Brothers, New York Barnes & Noble, Westbury, NY Nymex, New York Prestige International, New York	French Government Tourist Office, New York Prestige International, San Francisco Sony, New York Zaro's Bread Basket, New York				
188 (—) G	Orsini Design Associates, Inc. New York Milbrook, NY	80	1.06	9.0	.15	1 1 — — —	PP PM JC SDR JDR	NA 55 — — —	150 80 — — —	2 3 — — 7	DES — — CADD MBO TID	42 32 — — —	68 55 — — —	Trust Company of the West, Los Angeles Residence, Kings Point, NY Lobby, New York Trust Company of the West, Houston	Residence, New York Trust Company of the West, Los Angeles Diner Express Commissary, New York				
189 (198) G	Total Concept New York Incorporated New York Winston-Salem, NC; London; Barcelona	78	3.10	NA	.08	2 5 — — —	PP PM JC SDR JDR	NA 93 — — —	200 150 — — —	3 3 — 1 26	DES — — CADD MBO TID	44 28 — — —	95 75 — — —	Village Voice, New York	AIG Financial Products Corp., Westport, CT				
190 (192) O	C. O'Neil Designers, Inc. Des Plaines, IL	77	84	14.5	.73	3 3 2 2 —	PP PM JC SDR JDR	NA 42 32 32 28	100 75 50 55 —	— 2 — 2 14	DES — — CADD MBO TID	— 22 — 25 —	— 35 — — —	Loyola Medical Center, Maywood, IL Stewart Warner, Mt. Prospect, IL Kerckhoff district offices, Chicago & Minneapolis Nat'l Assn. of Independent Insurers, Des Plaines, IL	Schaumburg Park District, Schaumburg, IL Kerckhoff district office, Columbus, OH Loyola Medical Center, Maywood, IL General Electric, Waukegan, IL				
191 (—) O	MLM Interiors, Inc. Dallas	77	77	17.2	.73	1 2 1 — —	PP PM JC SDR JDR	NA NA — — —	125 85 — — 45	1 2 1 — 11	DES — — CADD MBO TID	NA — NA NA —	NA 55 — — —	Northern Telecom, Richardson, TX Bell Northern Research, Richardson, TX Dallas Design Center, Dallas First National Bank of Central Texas, Waco, TX	Rittman Business Park, San Antonio, TX Hanover Compressor Services, Midland, TX				
192 (—) M	Karlsgberger Companies Columbus, OH	76	5.70	8.0	10.00	— 1 — — —	PP PM JC SDR JDR	NA NA — — —	NA — — — —	4 3 1 — 11	DES — — CADD MBO TID	29 20 20 38 —	56 38 38 — —	Shriners Hosp. for Crippled Children, Lexington, KY Community Hospital, Springfield, OH Franklin County Office Tower, Columbus, OH All Children's Hospital, St. Petersburg, FL	Timken Mercy Medical Center, Canton, OH Children's Hospital Medical Center, Akron, OH Bethesda Hospital, Cincinnati MetroHealth Ambulatory Services Building, Cleveland				
193 (167) O	Duvall Hendricks, Inc. Baltimore Washington, DC	73	73	4.1	.10	2 3 1 1 2	PP PM JC SDR JDR	NA 36 NA NA 52	110 75 70 50 36	3 4 — 1 22	DES — — CADD MBO TID	29 21 — NA 85	53 38 — — —	Alex. Brown & Sons, Towson, MD Ernst & Young Accounting offices, Washington, DC Campbell & Co., Towson, MD G.E. Capital Corporation, Hunt Valley, MD	Candler Building, Baltimore Gateway II BTR Realty, Lutherville, MD Ernst & Young Accounting offices, Washington, DC Quinn, Ward & Kershaw law offices, Baltimore				
194 (—) O	Barone Design Group Houston	71	75	45.0	1.70	1 1 — — —	PP PM JC SDR JDR	NA — — — —	55 — — — —	6 2 — — 12	DES — — CADD MBO TID	35 25 — — —	45 35 — — —	Shell Oil Company, Houston Shell Chemical Company, Chicago Shell Oil Company, Ontario, CA	Shell Oil Company, Houston Amoco Production Company, Houston Shell Oil Company, Deer Park, TX Exxon Company USA, Houston				
195 (161) O	Alan Gaynor & Company, P.C. New York	69	69	12.3	.19	2 2 3 3 3	PP PM JC SDR JDR	NA 38 34 28 21	125 80 75 70 60	1 — 2 1 18	DES — — CADD MBO TID	40 — 30 33 —	80 — 120 — —	Counstar Carpets, Fort Lee, NJ U.S. Attorney General, Brooklyn, NY Banesto Banking Corporation, New York GFT - USA, Secaucus, NJ	Shearson, Lehman Brothers, New York Whitman, Heffernan, Rhein & Co., Inc., New York Frenkel & Co., Inc., New York				
196 (193) O	BDH & Young Space Design, Inc. Edina, MN	69	85	7.0	1.72	4 1 — 3 —	PP PM JC SDR JDR	NA — — 25 34	63 — — — —	5 2 — 1 16	DES — — CADD MBO TID	24 15 — — —	33 25 — — —	Hutgers Bay Lake Lodge, Bay Lake, MN Investors Savings Bank, Wayzata, MN Northland Plaza, Bloomington, MN Winona National Savings Bank, Winona, MN	KMSP-TV Channel 9, Eden Prairie, MN Minnesota Northstars, Bloomington, MN Southdale Medical Building, Edina, MN St. Francis Medical Center, LaCrosse, WI				
197 (194) O	Strategic Design Group Richmond, VA Washington, DC	68	88	13.5	.90	1 2 3 1 1	PP PM JC SDR JDR	NA NA 35 74 35	NA 80 — — —	2 2 1 1 14	DES — — CADD MBO TID	30 19 25 60 —	60 50 60 — —	Earle Palmer Brown, Richmond, VA Coopers & Lybrand, Richmond, VA Albemarle Hospital, Elizabeth City, NC A.T. Massey Coal Company, Richmond, VA	Johnson & Higgins-Foster Higgins, Richmond, VA GTE Spacenet, McLean, VA Salem Marketing Systems, Devt. Herndon, VA Merrill Lynch, Richmond, VA				
198 (196) R	Vinick Assoc. Inc. Hartford, CT	57	68	38.5	.40	3 3 1 2 —	PP PM JC SDR JDR	NA 35 — — NA	100 50 — — —	— 1 1 — 11	DES — — CADD MBO TID	— 27 27 40 —	— 40 40 — —	Salon Metro corporate offices, New York Barnes & Noble college div., UNLV, Las Vegas, NV Hd or Mex shops, multiple locations, nationwide Gymboree stores, multiple locations, nationwide	Librairie de France Rockefeller Center, New York GTE Spacenet, Hartford, CT Casual Corner stores, multiple locations, nationwide Gymboree stores, multiple locations, nationwide				
199 (—) O	DesignCore Marlton, NJ	54	71	9.4	.24	1 1 2 — 1	PP PM JC SDR JDR	NA 35 — 27 20	75 45 — 35 20	2 1 — 1 9	DES — — CADD MBO TID	32 22 — — —	40 25 — — —	Phila. Electric Co. service bldg., Coatesville, PA Phila. Electric Co. service bldg., Philadelphia IBM English Creek Bldg., Egg Harbor Twp., NJ English Creek Shopping Ctr., Egg Harbor Twp., NJ	Phila. Electric Co. HQ bldg., Philadelphia Limerick Generating Sta. Training Ctr., Sanatoga, PA Phila. Electric Co. service bldg., Philadelphia Phila. Electric Co. corp. public affairs, Philadelphia				
200 (—) O	Coyle-Thompson Interiors, Inc. Atlanta	52	58	24.0	1.68	1 — — — —	PP PM JC SDR JDR	NA NA — — —	NA 60 — — —	2 — 1 1 8	DES — CADD MBO TID	NA NA NA NA —	NA — NA — —	Htsch Home Electronics Inc., Norcross, GA WFOX Radio Station, Atlanta Sermersheim residence, Atlanta Georgia State University, Atlanta	Kraft Foods, Norcross, GA Westinghouse, Atlanta				

NA indicates information not available — indicates information not applicable to category and/or firm

* Rankings determined by fees before rounding

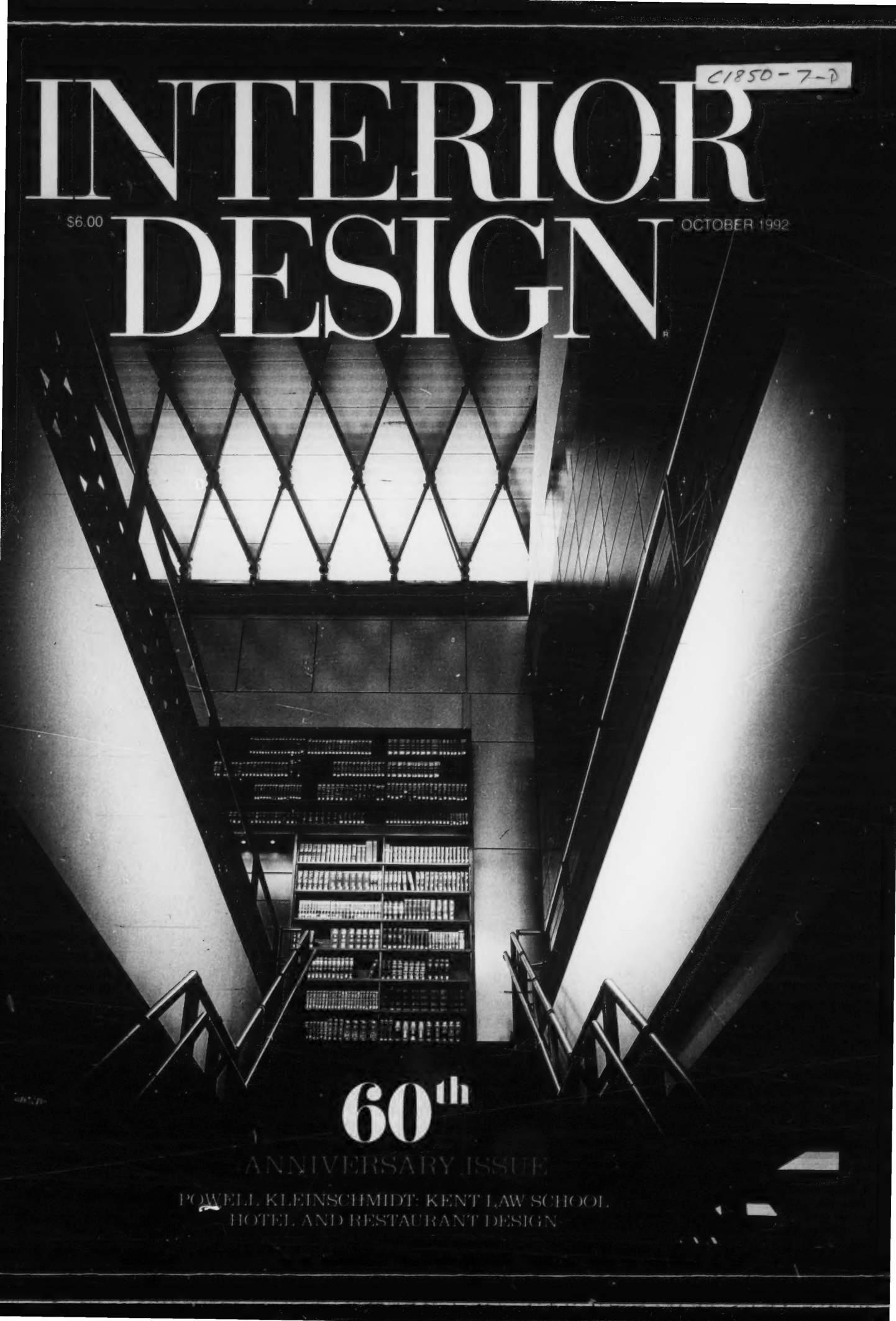
All figures have been rounded off for the purpose of this ranking.

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INTERIOR DESIGN

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OCTOBER 1992



60th

ANNIVERSARY ISSUE

POWELL KLEINSCHMIDT: KENT LAW SCHOOL
HOTEL AND RESTAURANT DESIGN

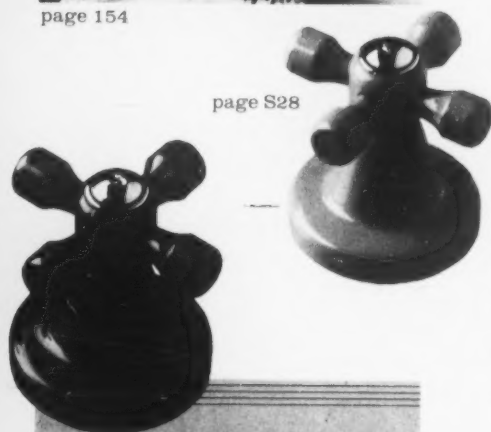


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INTERIOR DESIGN®

VOLUME 63

COVER: The vaulted reading room at IIT Chicago-Kent College of Law by Powell/Kleinschmidt (page 134). Photography: Jon Miller/Hedrich-Blessing.

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Interior Design (ISSN 0020-5508, RPUA 18397457) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158-1630. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, 44 Cook Street, Denver, CO 80206-5800. **TELEPHONE TOLL FREE** 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 392 (all others). Subscription rates U.S.: \$34.95 for one year; \$62.95 two years; \$89.95 three years, including the Buyers Guide and Market issues in the U.S. and Canada. Canadian Subscription Rates: \$58.95 for one year; \$105.95 two years; \$149.95 three years, includes 7% GST. Foreign Subscription Rates: \$94.95 for one year; \$169.95 two years; \$242.95 for three years, includes air delivery. Single copies \$10.00. Annual Buyers Guide \$15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011. TELEPHONE** 212-645-0067. Cable: Anddec New York. U.S.A. For reprint information contact

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COMING NEXT MONTH

The winners of the annual IBD/Interior Design Magazine contract design competition

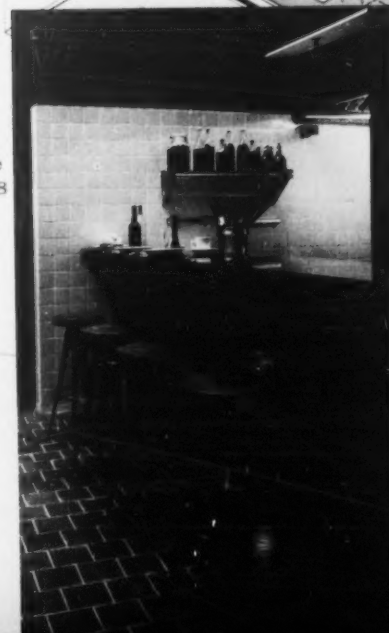
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INTERIOR DESIGN

HOTEL & RESTAURANT giants

BY ANDREW LOEBELSON

If fiscal 1990, as reported here in mid-1991, was "a tough year, a very tough year," then fiscal 1991, as viewed in mid-1992, was absolutely treacherous. Fees for the top Hotel & Restaurant Giants are down 19 percent to \$134 million and purchasing fees are down 29 percent to \$49 million, notwithstanding an increase in overall volume of 16 percent to \$2.38 billion. And that volume barely gets close to the 1989 volume of 2.4 billion. This ostensible contradiction is based on costs rising on the most common hotel work, average hotel size increasing, and the number of responding firms shrinking.

About twenty-six of last year's hospitality giants closed their doors, sold out to

since this survey began fifteen years ago. The figures our respondents reported—and the reasons given by those who chose not to respond this year—prove this.

Sixty seven of our respondents describe themselves as interior design firms, thirteen as architects, three as hospitality firm interior design departments, and two as hotel purchasing firms with interior design departments. Seven of these firms earned more fees from their purchasing activities than from their design activities.

The amount of work constructed and installed, as mentioned before, rose a bit this year. The average size of both new and renovated hotels rose 13 percent to 227,000 sq. ft., and the furnishings cost rose 11 percent and 9 percent, respectively, while construction stayed about the same. With proportional weighting of those two averages, the total cost went up just about two percent in each case. The average size of new restaurants dropped from 7,400 sq. ft. last year to 6,300 sq. ft. this year with construction costs dropping some four percent in both cases and furnishings costs increasing just one to two percent (CHART ONE).

The number of restaurant projects done by this year's firms dropped precipitously from 810 last year to 492 this year, and, similarly, the number of guest seats dropped from 126,000 to 79,000. For hotels, the number of guest rooms also dropped from 70,566 last year to 54,401 this year. The amount of common areas constructed dropped from 9.4 million sq. ft. to 8.7 million sq. ft. And the number of function room projects dropped from 398 to 166.

According to our respondents, the "fair fees" for public spaces went up nine percent to \$5.31 per sq. ft., dropped eight percent for guest rooms to \$2.69, rose six percent for restaurants to \$6.21, and rose seven percent for conference centers to \$4.18 (CHART TWO).

Continued

FURNISHINGS & CONSTRUCTION COSTS

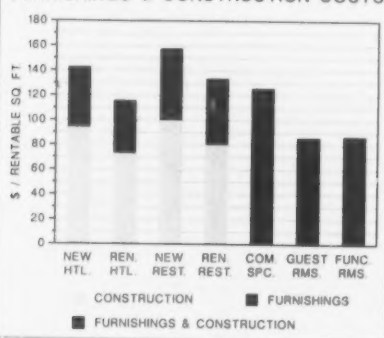


CHART 1

other firms, or had such a drastic drop in business that they chose not to be part of this survey, while sixteen joined us for the first time. Although the total number of hospitality giants has shrunk substantially, the statistics are not affected proportionally. The work that would have been done by those firms no longer independent or in business at all was instead done by some other firm. That "other firm" is probably on our list. The last ten firms on last year's list did less than one percent of the total work. This has been the toughest year for hospitality firms

Hospitality
Special
Section

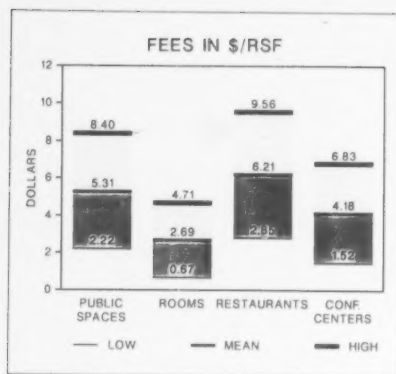


CHART 2

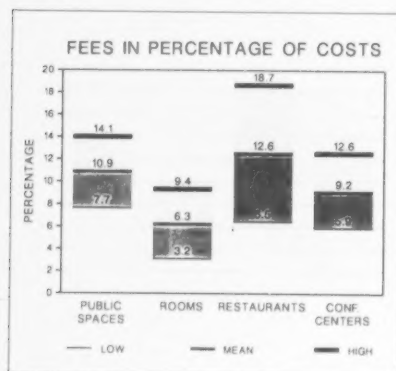


CHART 3

This increase in fair fees seems to reflect a trend of incipient recovery evidenced by this year's respondents with the much-ballyhooed possible recovery being touted on every newscast. Fees as a percentage dropped a trifle (between one and two percent, which is statistically insignificant) for public spaces and restaurants while dropping over seventeen percent for guest rooms (CHART THREE).

Fees in dollars per hour rose in most cases (seven percent for conference centers, three percent for public spaces and

two percent for restaurants) while dropping only in the case of guest rooms (a five percent drop from last year) (CHART FOUR).

Keep in mind that the actual fees as a percentage of total volume dropped some 28 percent last year. So, when many of our respondents answer our question of what a "fair fee" should be, they may be tallying up all the wishful thinking they can muster into the answers. Next year, perhaps we should ask these same questions of the clients.

The above numbers suggest that the billing rates should have risen for this year's firms, as indeed they have for many categories. Billing rates for partners were up slightly, up more but still less than the rate of inflation for project managers and job captains, up less than one percent for senior drafters, and up over four percent for project designers (the highest increase). But other categories—senior designers, junior drafters, junior designers and CADD operators—were all down slightly (CHART FIVE).

Strangely enough, the salaries did not exactly follow this pattern. Nearly all categories, with the exception of senior designers, took a payroll cut compared to last year. This pattern implies that firms are paying more to get new (and good) juniors while keeping their senior people in spite of small pay cuts, and paying their marketing people. To be fair, both senior and junior designers made a bigger increase than did the marketing people, but no other category did (CHART SIX).

This suggests that the people who really control the overall price and value parameters of the job have become more important to the project and to the client, and their value is holding steady. The soldiers who get the job done are facing price competition and their billing rates are lower while their salaries rise as firms try to maximize their efficiency with the best people available. Continued on page 174

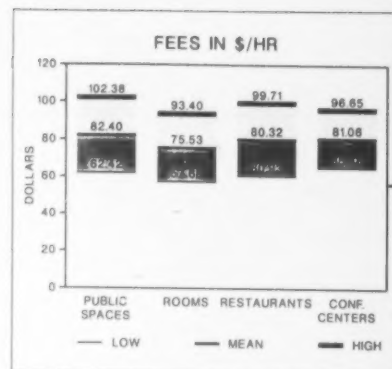


CHART 4

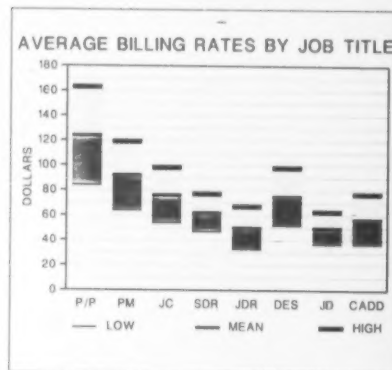


CHART 5

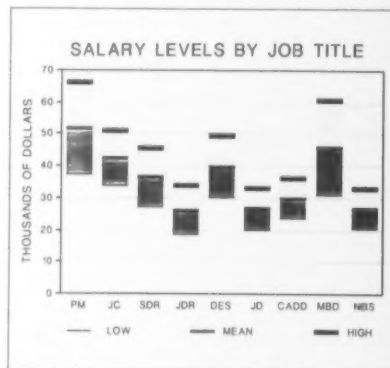


CHART 6

RANK 1992 (RANK 1991)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES (\$ MILLIONS)	TOTAL FIRM FEES (\$ MILLIONS)	DOLLAR RATIO (FIRM FEES/INTERIOR DESIGN FEES)	STAFF DATA										1991 INSTALLATIONS	1992 INSTALLATIONS
					NUMBER OF EMPLOYEES	AVERAGE SALARY (\$)	AVERAGE BONUS (\$)	AVERAGE RATE (\$/HR)	NUMBER OF EMPLOYEES	AVERAGE SALARY (\$)	AVERAGE BONUS (\$)	AVERAGE RATE (\$/HR)	AVERAGE RATE (\$/HR)	AVERAGE RATE (\$/HR)		
1 (1)	Hirsch Bedner Associates Santa Monica, CA Atlanta, Hong Kong, Singapore, London	10.17	10.17	252.0	4	PP	NA	250	42	DES	55	105	105	105	Grand Hyatt, Bali, Indonesia Grand Hyatt, Jakarta, Indonesia Palace Hotel, Guam Ramada Renaissance, Sapporo, Japan	Hyatt Regency, Roissy, Paris Diamond Hotel, Manila, Philippines Sheraton Chicago Hotel & Towers, Chicago Sheraton Airport Central Hotel, Sydney, Australia
2 (3)	Bent Severin & Associates San Francisco Bangkok, Hong Kong Singapore, Kuala Lumpur	8.20	8.20	135.0	1	PP	NA	220	15	DES	49	78	78	78	Hilton Hotel, Concord, CA Nusa Indah Hotel Convention Ctr., Bali, Indonesia Radisson Victoria Hotel, Kuala Lumpur, Malaysia Century Hotel, Hong Kong	East 21 Hotel, Tokyo Sheraton casino complex, St. Maarten, W. Indies Holiday Inn Crowne Plaza, Edmonton, Canada Daigava Hotel, Riga, Latvia
3 (2)	Graham Design Ltd. Woburn, MA London, Tokyo, Seoul, Bangkok, Brussels, Guadalajara, Mexico, Istanbul, Turkey	8.05	8.94	192.0	2	PP	NA	135	10	DES	45	115	115	115	Sheraton St. Regis Hotel, New York Shangri-La International, Bangkok, Thailand Shangri-La International, Kuala Lumpur, Malaysia La Jardin du Palmerie Villa, Casablanca, Maroc	Conrad International Hotel, Istanbul, Turkey Seven Seas International Resort, Side, Turkey Princess Penta Resort Hotel, Eilat, Israel Hilton International, Algiers, Algeria
4 (5)	Wilson & Associates Dallas New York, Los Angeles, London, Singapore, Johannesburg, South Africa	7.35	7.50	175.0	3	PP	NA	200	15	DES	45	90	90	90	Waterfront Centre, Vancouver, BC Hotel Bel-Air Cap Ferrat, St. Jean Cap Ferrat, France The Inn of the Anasap, Santa Fe, NM Ritz-Carlton Huntington Hotel, Pasadena, CA	The Palace-Lost City, Bophuthatswana, S. Africa Euro Disney Hotels, Marne la Vallee, France Hyatt Regency, Osaka, Japan Royal Park Hotel Nikko, Yokohama, Japan
5 (8)	DiLeonardo International, Inc. Warwick, RI San Francisco, Hong Kong, London	5.98	6.10	160.0	1	PP	NA	195	13	DES	41	100	100	100	New World Hotel, Kowloon, Hong Kong Panorama Restaurant, Kowloon, Hong Kong Cathay, Kowloon, Hong Kong Hatsfield International Airport, Atlanta	Ramada Renaissance Hotel, New York Stouffer Concourse Hotel, Atlanta Royal Abar Hotel, Dubai, United Arab Emirates Istanbul Penta Hotel, Istanbul, Turkey

The interior design fees reported here represent interior design work only, excluding architecture. All figures have been rounded off for the purpose of this listing.

RANK 1992 (RANK 1991)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES \$ MILLIONS	TOTAL FIRM FEES \$ MILLIONS	DOLLAR VOLUME \$ MILLIONS	STAFF DATA										1991 INSTALLATIONS	1992 INSTALLATIONS
					NUMBER OF EMPLOYEES	CATEGORY	AVERAGE SALARY \$1,000	AVERAGE HOURS PER YEAR	NUMBER OF EMPLOYEES	CATEGORY	AVERAGE SALARY \$1,000	AVERAGE HOURS PER YEAR	NUMBER OF EMPLOYEES	CATEGORY		
6 (7)	Lynn Wilson Associates International Coral Gables, FL Miami, Los Angeles, Paris, Bangkok, Mexico	5.68	5.68	137.0	6	PP	NA	150	8	DES	43	85	4	JD	50	50
					4	JC	60	95	3	CADD	30	50	4	MBD	70	—
					4	SDR	60	75	4	TID	—	—	—	—	—	—
					4	JDR	50	50	46	TID	—	—	—	—	—	—
7 (10)	L.E. Seitz Associates, Inc. Coral Gables, FL London	4.20	4.20	147.0	2	PP	NA	NA	—	DES	—	—	—	—	—	—
					2	PM	NA	NA	—	JD	—	—	—	—	—	—
					4	JC	38	60	—	CADD	—	—	—	—	—	—
					2	SDR	NA	NA	—	MBD	—	—	—	—	—	—
					6	JDR	30	40	20	TID	—	—	—	—	—	—
8 (11)	Barry Design Associates, Inc. Los Angeles Rome	3.50	3.50	100.0	3	PP	NA	200	9	DES	45	90	3	JD	30	45
					5	PM	50	100	3	JD	30	45	—	—	—	—
					5	JC	40	65	—	CADD	—	—	—	—	—	—
					3	SDR	35	60	—	MBD	—	—	—	—	—	—
					3	JDR	—	—	34	TID	—	—	—	—	—	—
9 (12)	Carole Korn Interiors, Inc. Miami Aventura, Fisher Island & Naples, FL	3.41	5.50	89.0	1	PP	NA	150	10	DES	38	75	—	—	—	—
					6	PM	45	95	10	JD	60	60	—	—	—	—
					—	JC	—	—	2	CADD	35	60	—	—	—	—
					2	SDR	34	75	—	MBD	35	—	—	—	—	—
					—	JDR	—	—	50	TID	—	—	—	—	—	—
10 (16)	Harold Thompson & Associates Sherman Oaks, CA Melbourne, Australia	2.40	2.40	150.0	2	PP	NA	150	4	DES	40	60	—	—	—	—
					2	PM	NA	100	2	JD	25	50	—	—	—	—
					4	JC	50	75	—	CADD	—	—	—	—	—	—
					6	SDR	40	60	—	MBD	—	—	—	—	—	—
					—	JDR	—	—	20	TID	—	—	—	—	—	—
11 (19)	Concepts 4, Inc. El Segundo, CA	2.20	2.20	14.5	3	PP	NA	125	3	DES	50	93	—	—	—	—
					3	PM	55	88	3	JD	33	75	—	—	—	—
					2	JC	37	83	—	CADD	—	—	—	—	—	—
					3	SDR	38	75	—	MBD	—	—	—	—	—	—
					—	JDR	—	—	22	TID	—	—	—	—	—	—
12 (21)	James Northcutt Associates Los Angeles	2.07	2.07	25.0	1	PP	NA	NA	5	DES	40	175	—	—	—	—
					1	PM	NA	NA	—	JD	—	—	—	—	—	—
					3	JC	45	150	—	CADD	—	—	—	—	—	—
					2	SDR	24	75	1	MBD	40	NA	—	—	—	—
					2	JDR	20	65	19	TID	—	—	—	—	—	—
13 (26)	Design 1 Interiors Los Angeles Hong Kong, Paris	2.04	2.40	24.5	5	PP	NA	150	12	DES	39	63	—	—	—	—
					4	PM	52	110	8	JD	26	40	—	—	—	—
					2	JC	45	110	—	CADD	—	—	—	—	—	—
					4	SDR	35	50	4	MBD	NA	NA	—	—	—	—
					3	JDR	28	40	57	TID	—	—	—	—	—	—
14 (18)	Project Associates (Teixeira, Inc.) Los Angeles Hong Kong	2.03	2.70	110.0	2	PP	NA	NA	5	DES	44	75	—	—	—	—
					3	PM	63	125	2	JD	25	45	—	—	—	—
					1	JC	55	80	—	CADD	—	—	—	—	—	—
					3	SDR	43	75	1	MBD	—	—	—	—	—	—
					1	JDR	25	45	21	TID	—	—	—	—	—	—
15 (15)	Pacific Design Group Sydney, Australia Singapore, Hong Kong, Gold Coast, Brisbane, Melbourne, Saigon, Guam, Jakarta, Suva, Fiji, Christchurch, NZ	2.00	2.00	52.0	11	PP	NA	120	6	DES	41	90	—	—	—	—
					6	PM	75	95	2	JD	28	75	—	—	—	—
					9	JC	60	85	9	CADD	37	85	—	—	—	—
					4	SDR	36	75	4	MBD	NA	NA	—	—	—	—
					8	JDR	28	45	69	TID	—	—	—	—	—	—
16 (39)	The Callison Partnership, Ltd. Seattle San Diego	1.80	8.00	NA	—	PP	—	—	18	DES	32	56	—	—	—	—
					6	PM	37	72	8	JD	22	38	—	—	—	—
					3	JC	28	50	7	CADD	27	45	—	—	—	—
					—	SDR	—	—	—	MBD	—	—	—	—	—	—
					—	JDR	—	—	44	TID	—	—	—	—	—	—
17 (22)	Hochheiser-Elias Design Group, Inc. New York Richmond, VA, Wayland, MA	1.77	1.79	15.6	2	PP	NA	125	5	DES	46	65	—	—	—	—
					4	PM	60	85	2	JD	32	45	—	—	—	—
					3	JC	—	—	1	CADD	40	—	—	—	—	—
					3	SDR	46	65	1	MBD	40	—	—	—	—	—
					—	JDR	—	—	19	TID	—	—	—	—	—	—
18 (20)	Media Five Limited Honolulu Gardena, CA, Tamuning, Guam	1.58	2.10	25.0	—	PP	NA	NA	3	DES	36	78	—	—	—	—
					2	PM	NA	175	4	JD	31	55	—	—	—	—
					3	JC	NA	98	—	CADD	—	—	—	—	—	—
					3	SDR	26	55	18	TID	—	—	—	—	—	—
					3	JDR	26	55	18	TID	—	—	—	—	—	—
19 (—)	Indesign Design Consultants Studio City, CA	1.50	1.50	16.5	1	PP	NA	120	6	DES	58	80	—	—	—	—
					2	PM	65	100	2	JD	35	50	—	—	—	—
					2	JC	55	75	—	CADD	60	—	—	—	—	—
					2	SDR	45	75	1	MBD	60	—	—	—	—	—
					2	JDR	35	45	20	TID	—	—	—	—	—	—
20 (13)	Brennan Beer Gorman Monk Interiors New York Washington, DC, Hong Kong	1.43	3.11	22.3	2	PP	NA	150	4	DES	46	79	—	—	—	—
					1	PM	75	135	3	JD	26	47	—	—	—	—
					2	JC	47	84	1	CADD	44	—	—	—	—	—
					2	SDR	34	61	1	MBD	80	—	—	—	—	—
					3	JDR	26	47	20	TID	—	—	—	—	—	—
21 (—)	AlGroup Architects, P.C. Atlanta	1.22	1.22	15.6	1	PP	NA	150	3	DES	48	100	—	—	—	—
					4	PM	50	125	2	JD	45	90	—	—	—	—
					1	JC	48	115	1	CADD	35	75	—	—	—	—
					—	SDR	—	—	—	MBD	—	—	—	—	—	—
					—	JDR	—	—	15	TID	—	—	—	—	—	—
22 (27)	Concept Interior Consultants Corporation Westlake Village, CA Pensacola, FL, Brisbane, Australia	1.16	1.29	38.3	2	PP	NA	120	4	DES	45	65	—	—	—	—
					2	PM	NA	—	2	JD	18	45	—	—	—	—
					2	JC	55	65	—	CADD	65	NA	—	—	—	—
					2	SDR	45	65	1	MBD	65	NA	—	—	—	—
					—	JDR	—	—	14	TID	—	—	—	—	—	—
23 (—)	Bikey Linas Design Associates, Inc. West Palm Beach, FL London, Bangkok, Thailand	1.14	1.14	12.5	2	PP	NA	NA	8	DES	42	68	—	—	—	—
					1	JC	NA	NA	3	JD	23	35	—	—	—	—
					1	SDR	NA	NA	—	CADD	—	—	—	—	—	—
					1	JDR	NA	NA	20	TID	—	—	—	—	—	—
24 (30)	Design Development Co. Tarzana, CA	1.12	1.12	7.5	1	PP	NA	85	3	DES	NA	70	—	—	—	—
					2	PM	NA	75	1	JD	NA	55	—	—	—	—
					2	JC	NA	—	—	CADD	—	—	—	—	—	—
					2	SDR	NA	65	—	MBD	—	—	—	—	—	—
					1	JDR	NA	55	10	TID	—	—	—	—	—	—
25 (50)	Culpepper, McAuliffe & Meaders, Inc. Atlanta	1.11	1.30	10.0	3	PP	NA	135	3	DES	41	75	—	—	—	—
					2	PM	50	95	3	JD	24	45	—	—	—	—
					2	JC	27	65	—	CADD	—	—	—	—	—	—
					3	SDR	21	40	19	TID	—	—	—	—	—	—
					3	JDR	21	40	19	TID	—	—	—	—	—	—

NA indicates information not available * Rankings determined by fees before rounding — indicates information not applicable to category and/or firm

HOTEL•RESTAURANT giants

RANK 1992 (RANK 1991)	FIRM NAME HEADQUARTERS & BRANCH	STAFF DATA										1991 INSTALLATIONS		1992 INSTALLATIONS	
		INTERIOR DESIGN FEES \$ MILLION	TOTAL FEE FEES \$ MILLION	DOLLAR VOLUME \$ MILLION	NUMBER OF EMPLOYEES	PP %	PM %	JD %	SDR %	JOH %	AVERAGE BILLING RATE \$	NUMBER OF EMPLOYEES	AVERAGE BILLING RATE \$	NUMBER OF EMPLOYEES	AVERAGE BILLING RATE \$
26 (29)	Aumiller Youngquist, P.C. Mt Prospect, IL	1.02	1.02	20.0	2 4 3	PP PM JC	NA 50 35	NA 67 57	4 1 1	DES JO CAOD	35 28 57	60	Werner's Circle, Chicago Marabla's, Philadelphia Brasserie Bellevue, Chicago Cafe Lampara, Boston	Skipack's Fishhouse, Cambridge, MA Lamvale's, Naperville, IL El Chico, Tyler, TX Marabla's Seafood, Avalon, NJ	
27 (35)	Daroff Design Inc. & DDI Architects, P.C. Philadelphia	1.00	2.50	50.0	5 4 4 3	PP PM JC SDR	NA 50 40 40	175 100 75 65	6 2 3 35	DES JO CAOD TID	48 30 30 NA	75 50 NA NA	Disney's Dike Landings Resort, Lake Buena Vista, FL Disney's Contemporary Resort, Lake Buena Vista, FL Sagamore Hotel, Lake George, NY	Marriott Convention Center Hotel, Philadelphia All Suites Hotel, Philadelphia Sagamore Hotel, Lake George, NY Disney's Contemporary Resort, Lake Buena Vista, FL	
28 (25)	Lee-Rovtar Associates Santa Monica, CA	1.00	1.00	15.0	2 2 4 2	PP PM JC SDR	NA 40 40 30	175 80 65	4 1 1 14	DES JO CAOD TID	48 21 NA NA	100	Ramada Renaissance Airport, Los Angeles Sheraton Grande, Los Angeles Sheraton Universal Hotel, Universal City, CA Sheraton Grand Harbor Island, San Diego	Sheraton Park Central, Dallas Sheraton, Albuquerque, NM Omni Adams Hotel, Phoenix	
29 (17)	Victor Huff Partnership, Inc. Denver Cripple Creek, CO	99	1.01	14.0	2 2 2 3	PP PM JC SDR	NA 105 NA NA	105 105 50 40	6 3 1 21	DES JO CAOD MBO	43 71 NA NA	63	Washington Hilton & Towers, Washington, DC The Charles Hotel, Cambridge, MA Marriott St. Louis Marriott Society Center, Cleveland	Washington Hilton & Towers, Washington, DC Hiddenbrook Clubhouse, Valpo, CA Grand Quarters Suites, San Diego Hilton Hotel, McLean, VA	
30 (32)	David Stevens and Associates Inc. San Diego Scottsdale, AZ Maui, HI	99	99	4.3	3 3 4 2	PP PM JC SDR	NA 150 40 40 75	150 85 85 110	5 2 1 25	DES JO CAOD MBO	45 23 20 NA	125 80	Dimensions Entertainment Complex, San Jose, CA Zaxx Night Club, Winnipeg, Canada Elks Lodge 888, Long Beach, CA Johnny's Other Place, Yuma, AZ	Saint John's River Restaurant, Orlando, FL Kobe Steak House, Vancouver, BC Emerald City Night Club, Honolulu Papazz's and Cafe Ole Restaurant, Cincinnati	
31 (38)	Image Design, Inc. Marietta, GA	95	1.00	2.4	2 4 1	PP PM JC SDR	NA 100 44 NA	100 75	9 4 1	DES JO CAOD MBO	31 24 NA NA	60	Mane Bay Hotel public areas & conf. ctr., Lanai, HI Hammock Dunes Club, Palm Coast, FL Calawassee Country Club, Calawassee Island, SC Sherwood Tennis Fitness Club, Thousand Oaks, CA	Sandalwood Club, Maui, HI Medation Club, Columbus, OH Royal Loxham Hotel, Honolulu Country Club of the North, Dublin, OH	
32 (—)	Urban West, Ltd. Chicago Miami, San Francisco, Los Angeles	90	95	40.0	1 4 1	PP PM JC SDR	NA 125 35 NA	125 75	4 1 1	DES JO CAOD MBO	38 30 30 40	65	Amway Grand Plaza, Grand Rapids, MI Hyatt Regency, Hilton Head, SC Ramada, Waukegan, IL The Shore Line Towers, Chicago	Hyatt Regency, Columbus, OH Doubletree, San Diego Hyatt Regency Coral Gables, Miami Hyatt Regency, New Orleans	
33 (24)	Joyce Snoweiss Design Group Coconut Grove, FL	90	1.20	31.2	2 4 5 1	PP PM JC SDR	NA 150 50 40	150 75 65 50	2 2 1 15	DES JO CAOD MBO	NA NA NA NA	45	Port Orleans Disney Resort, Orlando, FL Dixie Landings Resort, Orlando, FL Palace of Kental, Miami Royal Caribbean Viking Serenade, San Diego	Port Orleans Disney Resort, Orlando, FL Royal Caribbean Nordic Prince, Norfolk, VA Royal Caribbean Majesty of the Seas, St. Nazaire, Fr.	
34 (23)	Beckham Eisenman Irvine, CA	83	85	3.5	2 1 1 1	PP PM JC SDR	NA 85 75 60 70	85 85 60 45	— — 1 18	DES JO CAOD TID	— — NA 60	NA	Hacienda Hotel, Las Vegas, NV Prima Donna, Temecula, CA Casino Royale, Las Vegas, NV Long Boards Bar & Grill, Santa Barbara, CA	Greeters Garlic Grill, Santa Fe Springs, CA The Spa, Costa Mesa, CA Fish & Chips, Redondo Beach, CA Long Boards Bar & Grill, Ventura, CA	
35 (41)	Haverson Rockwell Architects, P.C. New York Greenwich, CT	83	1.10	1.5	2 2 2	PP PM JC SDR	NA 110 45 32	110 85 NA	1 2 —	DES JO CAOD MBO	35 28 NA NA	NA	Le Bar Bar, New York Tafel, Aspen, CO Amplia's, Hoboken, NJ 540 Park Avenue Restaurant-Regency Hotel, New York	Tafel, Los Angeles Planet Hollywood, Chicago Planet Hollywood, Los Angeles Tafel, South Miami Beach, FL	
36 (31)	Blair Spangler Interior & Graphic Design San Francisco	79	99	7.0	1 1 1 1	PP PM JC SDR	NA 125 42 NA 63	125 90 68 53	5 2 1 18	DES JO CAOD TID	38 NA NA NA	63	Hyatt Regency, Monterey, CA Hyatt Regency, Minneapolis Holiday Inn Fisherman's Wharf, San Francisco Kapua Bay Hotel, Maui, HI	Kamada Resort, Honolulu, Japan Holiday Inn Fisherman's Wharf, San Francisco Hotel Yocco, San Francisco Hilton Hotel, San Francisco	
37 (43)	Ahearn-Schopler & Associates Boston	75	79	9.1	2 2 2 2	PP PM JC SDR	NA NA NA NA NA	NA NA NA NA	4 2 1 18	DES JO CAOD MBO	NA NA NA NA	NA	Sheraton, Hartford, CT Hilton Lake Placid, NY Omni Hotel, Richmond, VA Season's Restaurant The Bostonian Hotel, Boston	Equinox Hotel Resort Spa, Manchester Village, VT Sheraton Needham Hotel, Needham, MA Club Moscow, Moscow, Russia Snaps Restaurant, New York	
38 (40)	Hatch Design Group Costa Mesa, CA	75	75	4.4	2 1 2	PP PM JC SDR	NA 110 85 NA	85 50	1 1 8	DES JO CAOD TID	NA NA NA NA	NA	Summit House, Fullerton, CA Water Grill, Los Angeles Zen Grill, Irvine, CA Trattoria Spiga, Costa Mesa, CA	Metropolis, Irvine, CA Planet Hollywood, Santa Ana, CA Old Fellows Hall, Santa Monica, CA Chesapeake Factory, Newport Beach, CA	
39 (56)	Daiker-Howard Inc. Dallas New York, Pittsburgh	75	75	4.9	2 1 1	PP PM JC SDR	NA 110 30	110 NA	1 1 1	DES JO CAOD MBO	28 NA NA NA	NA	Vista International Hotel, Washington, DC Vista Hotel, Pittsburgh Guest Quarters, Philadelphia & Plymouth Meeting, PA Bucks County Holiday Inn, Treving, PA	Four Seasons Houston Center, Houston Vista International Hotel, New York Shangri-La Fijian Resort, Fiji The Golf Club, Salzburg, Austria	
40 (—)	The H. Chambers Company Baltimore Boston, Washington, DC Lyford Cay, Nassau, Bahamas	72	3.60	5.7	3 2 2 2	PP PM JC SDR	NA 125 50 40 33	125 95 80 55	6 4 1 2	DES JO CAOD MBO	34 24 27 36	65	Hotel Edison public spaces, New York Sheraton Inner Harbor, Baltimore Sheraton, Ann Arbor, MI Holiday Inn, Fort Lee, NJ & Newark, NJ	Washington Court Hotel, Washington, DC Radisson Hotel, Manhattan Beach, CA Holiday Inn, Philadelphia, NJ & Cleveland The Tides Inn, Irvington, VA	
41 (37)	MDI International Inc. Toronto London, Hong Kong, Port of Spain, Trinidad	64	85	10.0	1 1 1	PP PM JC SDR	NA 95 80 75	95	1 1 2	DES JO CAOD MBO	45 30 30 45	65	Racette Restaurant, Toronto Piazza Marina, Toronto Faema Espresso, Toronto Faema Cafe, Toronto	Sheraton Hotel, Niagara Falls, Ontario Fig Brasseries, Paris Trattoria Marina, multiple locations, Canada	
42 (—)	JMI Designs, Inc. Los Angeles	63	63	30.0	2 2 2	PP PM JC SDR	NA 150 35 65	150	3 1 1	DES JO CAOD MBO	35 25 NA NA	75	Disneyland Hotel at EuroDisneyland, Paris Palm Springs Riviera, Palm Springs, CA Grand Fijian conference center, Orlando, FL Grand Floridian hospitality suites, Orlando, FL	Conette Restaurant Beverly Pavilion, Beverly Hills, CA El Cero Restaurant, Beverly Hills, CA Ritz Carlton Hotel Harbor Island, San Diego Grand Floridian Gasparilla's Restaurant, Orlando, FL	
43 (54)	Jeffrey Howard & Associates Coral Gables, FL	60	1.50	12.0	2 2 8 3	PP PM JC SDR	NA 200 NA 40 30	200 150 75 75	3 1 4 25	DES JO CAOD MBO	35 NA NA 33	75	Turnberry Hotel & Club, Miami The Peach Hotel, Key West, FL One Island Place, North Miami Beach, FL	Hacienda Benem, San Jose, CA & Costa Rica Quail West Country Club, Naples, FL Williams Island, North Miami Beach, FL	
44 (36)	FORMA Seattle Hong Kong	54	90	20.0	3 2 1	PP PM JC SDR	NA 150 55 90	150	4 2 3	DES JO CAOD MBO	43 NA NA NA	68	The Weston Hotel Renaissance Center, Detroit The Weston Hotel phase I, Ottawa, Ontario Harbor View Hotel Kenney House, Edgartown, MA Ida Culver House, Seattle	Ocean Pointe Resort, Victoria, BC The Weston Hotel, Seattle Holiday Inn Crownie Plaza, White Plains, NY The Weston Hotel phase II, Ottawa, Ontario	
45 (—)	Shea Architects, Inc. Minneapolis	52	2.06	20.0	1 2 7 5 9	PP PM JC SDR JOH	NA 85 34 33 25 15	85 65 65 39 22	4 3 5 1 42	DES JO JO CAOD MBO TID	31 23 35 22 33 49	45	Morton's, Minneapolis Austin's, Milwaukee Au Bon Pain, Chicago Favore's, St. Paul, MN	Gavande II Food Court, Minneapolis Morton's, Nashville, TN & St. Louis Mick's at the Forum, Minneapolis SWSU student club banquet ctr., Marshall, MN	

HOTEL•RESTAURANT giants

RANK 1992 (RANK 1991)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN \$ MIL.	TOTAL FEE IN \$ MIL.	DOLLAR VOLUME IN \$ MIL.	STAFF DATA										1991 INSTALLATIONS	1992 INSTALLATIONS
					NUMBER OF EMPLOYEES	PERCENT OF FIRM	AVERAGE SALARY \$	AVERAGE BILLING RATE \$	NUMBER OF EMPLOYEES	PERCENT OF FIRM	AVERAGE SALARY \$	AVERAGE BILLING RATE \$	NUMBER OF EMPLOYEES	PERCENT OF FIRM		
46 (55)	Hugh W. Dear & Assoc. Inc. Williamsburg, VA	51	51	NA	2	PP	NA	100	1	DES	NA	75	1	DES	Hospitality House Hotel, Williamsburg, VA Sheraton, Charleston, SC Commander Hotel, Ocean City, MD Howard Johnson Hotel, Washington, DC	Hospitality House Hotel phase II, Williamsburg, VA George Washington Inn, Williamsburg, VA Ocean One Resort, Virginia Beach, VA Ramada Inn, Manassas, VA
47 (44)	Aiello Associates (formerly Aiello-Rosselot Associates) Denver	49	50	25.0	2	PP	NA	95	3	DES	35	65	3	DES	Vail Athletic Club, Vail, CO Embassy Suites Hotel, Denver Sheraton, Sedona, AZ Poco Diablo, Sedona, AZ	Bulwackers Casinos, Central City & Blackhawk, CO Embassy Suites DTC, Denver Bull Durham Casino, Blackhawk, CO Westin Hotel, Denver
48 (53)	Barbara Elliott Interiors, Inc. Concord, CA	47	50	4.6	1	PP	NA	NA	2	DES	NA	NA	2	DES	Mariner's Inn, Hilton Head, SC Pacific Islands Club, Tamuning, Guam Claremont Resort & Spa, Oakland, CA Pacific Islands Club, Saipan, CMN	Eldorado Hotel, Santa Fe, NM Hilton Resort, Hilton Head, SC Claremont Resort & Spa, Oakland, CA Fechin Inn, Taos, NM
49 (51)	OS Incorporated Wayne, NJ Northvale, NJ	46	51	NA	2	PP	NA	90	2	DES	NA	35	2	DES	Telex Ayer Market, Singapore Riverboat docks and restaurants, Singapore A&W Restaurants, multiple locations, Singapore Multi-food facility, Rockefeller Center, New York	Mongolian Bar-B-Que Restaurant, Singapore Steak House Restaurant, Singapore Boston Chicken Restaurants, multiple locations, NJ Somerset Shopping Center, Bridgewater, NJ
50 (62)	Judd Brown Designs, Inc. Warwick, RI	45	45	3.5	2	PP	NA	100	2	DES	38	63	2	DES	Alpine Country Club, Cranston, RI Airstreams Roadside Cafe, Avon, CT Company C Rotisserie & Grill, Springfield, OH Ninety-Nine Restaurant, Woburn, MA	Westwood Country Club, Amherst, NY Hartford Golf Club, West Hartford, CT Celebrities Sports Bar, Boston Civic Pub Cafe, Hartford, CT
51 (95)	Adams Design, Inc. Honolulu	45	45	NA	1	PP	NA	NA	1	DES	NA	NA	1	DES	Zippy's Restaurant, Honolulu Merrill Chase Galleries, Kauai, HI Grand Hyatt Hotel, Kauai, HI	Retirement hotel condominium, Honolulu Ocean World Recreation complex & hotel, Maui, HI
52 (52)	Dorf Associates New York	44	49	1.5	1	PP	NA	110	2	DES	NA	60	2	DES	Checker's Bar & Grill, Philadelphia Market Street Cafe, Philadelphia Dolce, New York Duffy's Cafe, East Hanover, NJ	Hebrew National, multiple locations, NY Food Court, Long Island, NY Wildflower Cafe, New York Supreme Bakery, West Orange, NJ
53 (58)	Vivian Nichols Associates, Inc. Dallas	37	41	8.2	2	PP	NA	120	1	DES	33	60	1	DES	Hyatt Regency, Denver Westchase Hilton phase I, Houston Twin Towers Complex, Dallas Doubletree Hotel-Lincoln Center phase I, Dallas	Westchase Hilton phase II, Houston Doubletree Hotel Park West, Dallas Doubletree Club Hotel, Schaumburg, IL Doubletree Hotel-Lincoln Center phase II, Dallas
54 (74)	Buete De Diseño Guadalajara, Mexico Mexico City	36	48	6.2	3	PP	NA	130	2	DES	NA	45	2	DES	Gorham Hotel, New York Hotel Fiesta Americana, Guadalajara Restaurante Brazo Country, Guadalajara Promotora Inmobiliaria Puerta de Hierro, Guadalajara	Club Puerta de Hierro, Guadalajara Hotel Meson De Jobito, Zacatecas, Mexico Hotel Posada San Francisco, Tlaxcala, Mexico Centro de Egresados, Guadalajara
55 (—)	L. Bogdanow & Associates New York	36	60	1.1	1	PP	NA	100	1	DES	NA	55	1	DES	Kin Khao Restaurant, New York Washington Square Hotel, New York Cafe Claudia, San Francisco Angelica Kitchen, New York	Follonica Restaurant, New York Tuscan Oven, Mt. Kisco, NY Moroccan Kosher Cuisine, New York
56 (87)	Braselle Design Company Newport Beach, CA	35	35	3.2	1	PP	NA	115	2	DES	19	35	2	DES	Sheraton Hotel, Anaheim, CA	Buck Orchid, Honolulu Sweet Basil Trattoria, Irvine, CA Sheraton Hotel suites, Anaheim, CA Medical center, Newport Beach, CA
57 (—)	Farrington Design Group Atlanta Washington, DC	35	2.70	1.2	1	PP	NA	90	2	DES	37	73	2	DES	Bellevue Mido Resort, Clearwater, FL Pacific Bar & Grill, Atlanta Holiday Inn Worldwide, Ft. Lee, NJ	Cafe Intermezzo, Atlanta Holiday Inn Worldwide, White Plains, NY
58 (67)	Wm. B. Dodson, Inc. Ormond Beach, FL	34	36	11.2	1	PP	NA	NA	1	DES	NA	NA	1	DES	Holiday Inn, Richmond, VA LaFaya Resort, Daytona Beach, FL Embassy Suites, St. Louis Sea Wake Resort, Clearwater Beach, FL	Sheraton Bucks County, Langhorne, PA Holiday Inn Glades Road, Boca Raton, FL Holiday Inn Surfside, Clearwater Beach, FL Columbia Inn, Columbia, SC
59 (—)	The Gettys Group, Inc. Chicago Toronto	33	37	4.5	3	PP	NA	100	2	DES	18	50	2	DES	Hyatt on Proffers Row, Chicago Quality Inn, Kalamazoo, MI Hyatt Regency, St. Louis Hyatt, Orlando, FL	Radisson at Keystone Crossing, Indianapolis Hyatt Regency Woodfield, Schaumburg, IL Hilton Lake Naperville, Lake, IL Holiday Inn, Lawrence & Manhattan, KS
60 (34)	Jozsi Meskan Associates San Francisco	33	65	19.0	1	PP	NA	135	1	DES	26	50	1	DES	Scorpio Hotel, La Jolla, CA The Inn at National Hill, Westport, CT Kohala Ranch, Kohala, HI	Billy's Restaurant By The Sea, Atlantic City, NJ Seven Oaks Country Club, Bakersfield, CA
61 (—)	Ascher, Inc. South Barrington, IL	32	35	3.0	2	PP	NA	100	1	DES	NA	NA	1	DES	Sidd Finch's Bar & Grille, Oakbrook, IL Millroy Brewing Company, South Barrington, IL Ristorante Chianti, Geneva, IL Goose Island Brewing Company, Chicago	Elgin Riverfront Brewery, Elgin, IL Eagle Ridge Resort, Galeta, IL
62 (70)	Miller & Jedrzejewski Associates Salt Lake City, UT	30	32	5.6	2	PP	NA	75	1	DES	NA	NA	1	DES	Silver Smith Casino Resort, Wendover, NV State Line Inn, Wendover, NV Holiday Inn, Boise, IN Gene's Deli & Pub, Wendover, UT	MGM Grand Hotel, Las Vegas, NV State Line Hotel & Casino, Wendover, NV Deer Valley Club, Park City, UT Horseshoe Hotel & Casino, Las Vegas, NV
63 (49)	Raygal, Inc. Irvine, CA	29	29	NA	1	PP	NA	100	4	DES	38	60	4	DES	Norm's, Whittier, CA Shakey's, Victorville, CA The Canale, San Francisco The Breakers, Long Beach, CA	The Rusty Pelican, Woodland Hills, CA Tsunami, Santa Barbara, CA Spices Thai Cafe, San Diego Ralph's, Compton, CA
64 (59)	Lawson Design Corporation Annapolis, MD	29	29	NA	1	PP	NA	110	1	DES	35	48	1	DES	Caracalla Restaurant, Washington, DC Cafe Amadeus Restaurant, Bethesda, MD Griffins Restaurant West, Annapolis, MD Red Hot and Blue Restaurant, Annapolis, MD	Fitzgerald's Restaurant, Garner, NC Jasper's Restaurant, Baltimore Soccer's Restaurant, Richmond, VA O'Brien's, Richmond, VA
65 (65)	Kenneth E. Hurd & Associates, Inc. Boston	28	28	5.5	1	PP	NA	NA	1	DES	NA	NA	1	DES	Waldorf-Astoria, New York Westin Copley Place, Boston Fountainbleau Hilton Resort Spa, Miami Beach, FL Hilton Hotel, New York	Beverly Hilton, Beverly Hills, CA Hilton at Walt Disney World, Orlando, FL Waldorf-Astoria, New York Westin Copley Place, Boston

NA indicates information not available • Rankings determined by fees before rounding — indicates information not applicable to category and/or firm

HOTEL • RESTAURANT giants

RANK 1992 (RANK 1991)	FIRM NAME HEADQUARTERS & BRANCH	STAFF DATA												1991 INSTALLATIONS	1992 INSTALLATIONS
		INTERIOR DESIGN FEES \$ MILLIONS	TOTAL FIRM FEES \$ MILLIONS	DOLLAR VOLUME \$ MILLIONS	NUMBER OF EMPLOYEES	PP	PM	JC	SDR	JDR	AVERAGE SALARY \$1,000	AVERAGE BENEFIT \$1,000	AVERAGE TOTAL \$1,000		
66 (63)	One Design Center, Inc. Greensboro, NC Ft. Lauderdale, FL	25	36	12.0	2	PP	PM	JC	SDR	JDR	NA	65	50	Ham's Restaurant, Burlington, NC Hawthorn Suites, Charleston, SC Newmarket Grille, Charlotte, NC Rock-Ola Restaurants, multiple locations	Embassy Suites, Greenville, SC North Ridge Country Club, Raleigh, NC Ramada Beach Resort, Ocho Rios, Jamaica Sheraton Hotel & Marina, New Bern, NC
67 (76)	IDI Inc. New York Piedmont, CT	22	28	66	2	PP	PM	JC	SDR	JDR	NA	NA	NA	Waldorf Astoria Towers, New York Capital Hilton, Washington, DC Tarrytown Hilton, Tarrytown, NY	Hilton Hotel, Washington, DC Capitol Hilton, Washington, DC Radisson Empire Hotel, New York Hilton Hotel, Pittsburgh
68 (80)	CAM Designs, Inc. Danville, CA	22	29	1.6	1	PP	PM	JC	SDR	JDR	NA	100	40	The Summit, Morgantown, WV Pierpont House, Morgantown, WV Francisco Torres, Santa Barbara, CA Fontana Hall, Tampa, FL	Carlos Ben Hall, Hayward, CA Alberto's Cantina, Pleasanton, CA Nashville Hall, Lawrence, KS The Regent, Madison, WI
69 (92)	Dow Fletcher Bellevue, WA London, Taipei, Taiwan	19	19	5.0	1	PP	PM	JC	SDR	JDR	NA	85	70	West Coast International Inn, Anchorage, AK Ramada Inn, Seattle Nelder's Inn, Tacoma, WA Ramada Inn, Olympia, WA	Holiday Inn, Bellevue, WA Best Western Ickle Inn, Leavenworth, WA Ramada Inn, Corvallis, OR Best Western Grays Harbor Inn, Aberdeen, WA
70 (85)	Sheridan Design Group, Ltd. Port Washington, NY	18	30	1.5	1	PP	PM	JC	SDR	JDR	NA	75	75	Rayham-Taunton Greyhound Park, Rayham, MA Pine Club Banquet Facility, Brockton, MA Brookville Health Care Center, Irvington, NJ Castle Hill Health Care Center, Union City, NJ	Derby Sports & Exposition complex, Rayham, MA Siderius Court Restaurant & Lounge, Brockton, MA Bristol Manor Health Care Center, Rochelle Park, NJ Paterson Health Care Center, Paterson, NJ
71 (88)	Interior Design Force, Inc. New York	16	21	2.4	2	PP	PM	JC	SDR	JDR	NA	100	65	Futtrucker's, Howard Beach, NY Cafe Nicole Princeton Novotel Hotel, Princeton, NJ Kathleen's Resort & Hotel, Monticello, NY	Sugar Bay Plantation Resort, St. Thomas, USVI Kathleen's Resort & Hotel, Monticello, NY Gotham Hotel Suite, New York Chapel Inn, Woodburn, NY
72 (91)	M.J. Macaluso & Associates Middle Village, NY	16	35	NA	1	PP	PM	JC	SDR	JDR	NA	200	100	Franchisa's Ristorante, Riverdale, NY Coco & Sons, Brooklyn, NY Jackson Hole, New York	Palm Club, Bayville, NY Goodfellow's, Rego Park, NY Jackson Hole, New York
73 (77)	Engstrom Design Group, Inc. Corte Madera, CA	16	18	NA	1	PP	PM	JC	SDR	JDR	NA	95	30	Blackhawk Grille Restaurant, Danville, CA Harris & Casino Hotel corridors, Lake Tahoe, NV Cafe Del Rey Restaurant, Marina del Rey, CA California Cafe Bar & Grill, San Jose, CA	Harris & Sports Casino & Bar, Lake Tahoe, NV Cafe Lido Nightclub Restaurant, San Francisco Johnny's Bar & Lounge, Calistoga, CA Mount View Spa, Calistoga, CA
74 (83)	Ann Gray & Associates, Inc. Chicago	15	25	20	2	PP	PM	JC	SDR	JDR	NA	108	63	The Belmont, Galveston, TX The Little Nell, Aspen, CO Fitzpatrick, Galveston, TX The Merchant Prince, Galveston, TX	Skokie Country Club, Glenview, IL The Little Nell, Aspen, CO Habit House Pier 21, Galveston, TX The Merchant Prince, Galveston, TX
75 (—)	Annino Associates Attleboro, MA	15	15	75	2	PP	PM	JC	SDR	JDR	NA	60	45	Berlucchi's Brick Oven Pizzeria, Taunton, MA Berlucchi's Brick Oven Pizzeria, West Roxbury, MA Berlucchi's Brick Oven Pizzeria, Peabody, MA Pasta Eleganza, Newton, MA	Berlucchi's Brick Oven Pizzeria, Westport, CT Berlucchi's Brick Oven Pizzeria, Swampscott, MA Berlucchi's Brick Oven Pizzeria, Glastonbury, CT Berlucchi's Brick Oven Pizzeria, West Springfield, MA
76 (78)	George Conte Design Consultants, Inc. Greensburg, PA	12	16	3.2	1	PP	PM	JC	SDR	JDR	NA	55	45	Courtyard by Marriott, Bensalem, PA Crown Plaza, Harrisburg, PA Holiday Inn, Johnstown, PA	Hampton Inn, York, PA Hampton Inn, Dover, DE Holiday Inn, Clarion, PA
77 (—)	Karson & Associates Architects, Planners, Creative Consultants Northbrook, IL	11	15	12.5	2	PP	PM	JC	SDR	JDR	NA	85	75	Holiday Inn Downtown convention center, St. Louis Holiday Inn, Appleton, WI	Holiday Inn, Naperville, IL Days Inn, Daytona Beach, FL Days Inn Lake Buena Vista, Orlando, FL
78 (79)	Rita St. Clair Associates, Inc. Baltimore	10	47	18	1	PP	PM	JC	SDR	JDR	NA	163	110	Palmer House & Towers (Hilton Hotel), Chicago The Inn at the Colonnade, Baltimore Grand Slam Deli Restaurant, Baltimore Golden Tulp Hotel, Annapolis	Bonnie View Country Club, Baltimore The Foundry Restaurant, Wheaton, MD Pope's Restaurant, Hagerstown, MD Palmer House & Towers (Hilton Hotel), Chicago
79 (45)	Morris * Architects Houston Washington, DC; Orlando, FL Long Beach, CA	10	1.70	20	2	PP	PM	JC	SDR	JDR	NA	120	75	City Club, Washington, DC	Moody Gardens phase II, Galveston, TX Rotary House International Hotel, Houston
80 (—)	Studio Arquitectura Santa Fe, NM	10	10	NA	2	PP	PM	JC	SDR	JDR	NA	75	NA	Red Sage Restaurant, Washington, DC Cafe Escalante, Santa Fe, NM	Natura Food Restaurant, Santa Fe, NM El Caracol Tango Palace, Mazatlan, Mexico Coyote General Store Deli, Berkeley, CA
81 (94)	Hosa Design Associates Palos Verdes, CA	09	10	1.5	2	PP	PM	JC	SDR	JDR	NA	120	70	LA Mart lobby & public areas phase I, Los Angeles Restaurant College of Design, Pasadena, CA Commissary CBS-MTM Studios, Studio City, CA	LA Mart lobby & public areas phase II, Los Angeles LA Mart banquet facilities & restaurant, Los Angeles Paradise Restaurant, Palos Verdes, CA
82 (84)	Innerspace Design Santa Barbara, CA	09	18	50	1	PP	PM	JC	SDR	JDR	NA	65	40	Shady Business, Ventura, CA The Good Earth, Warner Center, CA	The Whale's Tail, Oxnard, CA The Mesa Cafe, Santa Barbara, CA Cafe Au Lait, Santa Barbara, CA
83 (—)	David Kellian Architect Santa Monica, CA	08	13	80	1	PP	PM	JC	SDR	JDR	NA	NA	NA	Kachina Grill, Los Angeles Rockefeller, Santa Monica, CA	Jockey, Los Angeles Southern Sky, Los Angeles
84 (72)	John Portman & Associates Atlanta	05	26	NA	1	PP	PM	JC	SDR	JDR	NA	NA	NA	Marriott Marquis, Atlanta Peachtree Plaza Hotel, Atlanta One Peachtree Center, Atlanta	Peachtree Center Complex, Atlanta
85 (—)	Cornoyer-Hedrick Phoenix	04	2.11	10	1	PP	PM	JC	SDR	JDR	NA	125	65	Gili's Grill, Scottsdale, AZ	Oscar Taylor's, Phoenix Sea Gallery, Mesa, AZ Sufan, Mesa, AZ Terra Cotta Cafe, Scottsdale, AZ

HOTEL & RESTAURANT giants

Continued from page 166

The search for better people may continue because the number of people employed by the hospitality giants continues to shrink. Last year, total design staff for the hospitality giants was 2,258; this year it is only 1,858—an eighteen percent drop. Of course, there are fewer giants this year, but having fewer people in fewer firms just proves the point (CHART SEVEN). It should also be noted that the total number of employees in the firms that have these interior design groups has dropped much more, from 3,988 last year to 2,359 this year.

While the same number of consultants (seven) were used in more than ten percent of the jobs this year, the average use of each type of consultant dropped in all cases, perhaps an average of about 75 percent of last year (CHART EIGHT). Since choosing consultants is generally done in conjunction with the client, it

looks as if the clients are also trying to save money.

One can see this trend also in the diminished use of the special areas that we track each year: installation of day care centers was down 72 percent since last year, physical fitness centers were down 31 percent, conference centers were down 19 percent and business service centers were down 36 percent.

If there is one bright spot, it is that fewer jobs were awarded to the hospitality design giants by straight bidding this year, 33 percent this year compared to 37 percent last year.

The names on this year's listing may have changed a bit, but the firms most respected by their peers remain the same as for the past few years: Hirsch Bedner (Santa Monica, CA), James Northcutt & Associates (Los Angeles), Wilson & Associates (Dallas), Frank Nicholson (Concord, MA) and Pat Kuleto (San Francisco). The most admired hospitality installations are: The Peninsula Beverly Hills, Los Angeles (see *Interior Design*, June 1992), Four Seasons Wailea, Maui, HI (see June 1991), Grand Hyatt Hong Kong (see February 1991), Ritz Carlton, Mauna Lani, HI, and The Paramount Hotel, New York (see December 1990).

Last year's article ended with a description of corporate design firms seizing a large part of the hospitality work from hospitality specialists. This made, and continues to make, survival of these firms more difficult than ever. Last year we discussed the best firms' needing to grow stronger and become better equipped in order to last into the next millenium. As this issue goes to press, news commentators are saying that the United States may be in a "double and triple dip recession." So, while lasting into the year 2000 is indeed a desire for all the firms on our list, immediate survival seems to be all they can concentrate on for now.

Andrew Loebelson is senior vice president of corporate real estate design and construction at Shearson Lehman Brothers in New York. Information compiled by Deana L. Luzzi. Reprints of this article are available for \$2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

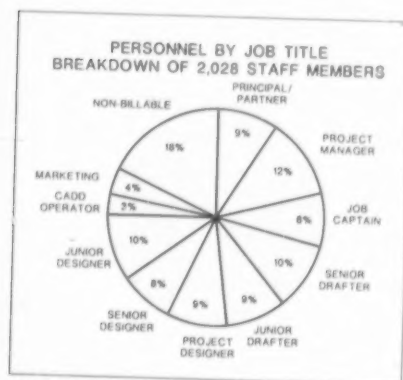


CHART 7



CHART 8

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